

## AGENDA

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**Meeting:** Cabinet  
**Place:** Kennet Room - County Hall, Trowbridge BA14 8JN  
**Date:** Tuesday 15 March 2016  
**Time:** 9.30 am

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### Membership:

Cllr Keith Humphries	Cabinet Member for Health (including Public Health) and Adult Social Care
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property
Cllr Baroness Scott of Bybrook OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Housing, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Operational Property and Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Communities, Campuses, Area Boards and Broadband
Cllr Dick Tonge	Cabinet Member for Finance
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage and Arts, Governance and Support Services
Cllr Philip Whitehead	Cabinet Member for Highways and Transport

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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](mailto: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](http://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 5 - 28)**

To confirm and sign the minutes of the Cabinet meeting held on 9 February 2016, previously circulated.

**3 Declarations of Interest**

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

**4 Leader's announcements**

**5 Public participation and Questions from Councillors**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Questions may also be asked by members of the Council. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on Wednesday 9 March 2016. Anyone wishing to ask a question or make a statement should contact the officer named above.

**6 Future of Wiltshire Council Provided Public Conveniences (Pages 29 - 74)**

 Report by Carlton Brand, Corporate Director

**7 Wiltshire Council Child Sexual Exploitation (CSE) Action Plan Update (Pages 75 - 98)**

Report by Maggie Rae, Corporate Director

**8 Mental Health and Wellbeing Strategy and Implementation Plan Update (Pages 99 - 130)**

Report by Maggie Rae, Corporate Director

**9 Wiltshire Council's Housing Board Annual Report (Pages 131 - 148)**

Report by Maggie Rae, Corporate Director

**10 Performance Management and Risk Outturn Report: Q3 2015/16 (Pages 149 - 168)**

Report by Maggie Rae, Corporate Director

**11 Report on Treasury Management Strategy 2015/16 - Third Quarter ended 31 December 2015 (Pages 169 - 186)**

Report by Carolyn Godfrey, Corporate Director

**12 A303: Stonehenge Improvement (Pages 187 - 238)**

Report by Carlton Brand, Corporate Director

**13 Clarification of change to council tax discounts on properties that have been unoccupied and unfurnished properties for two years (Pages 239 - 242)**

Report by Carolyn Godfrey, Corporate Director

**14 Licensing and support of Microsoft software (Pages 243 - 254)**

🔑 Report by Carlton Brand, Corporate Director

**15 Better Care Plan 2016/17 (Pages 255 - 284)**

🔑 Report by Maggie Rae, Corporate Director

**16 Urgent Items**

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

The items on this agenda reflect the key goals of Wiltshire Council, namely 'To protect those who are most vulnerable', 'To boost the local economy – creating and safeguarding jobs' and 'To support and empower communities to do more for themselves'.

\* These headings reflect the key goals of Wiltshire Council to achieve its vision to 'Create stronger and more resilient communities'

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## CABINET

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DRAFT MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 9 February 2016.

Cllr Keith Humphries	Cabinet Member for Health (including Public Health) and Adult Social Care
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economic Development, Skills and Strategic Transport
Cllr Baroness Scott of Bybrook O.B.E	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Housing, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property and Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Communities, Campuses, Area Boards and Broadband
Cllr Dick Tonge	Cabinet Member for Finance
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage and Arts, Governance and Support Services
Cllr Philip Whitehead	Cabinet Member for Highways and Transport
Also in Attendance:	Cllr Glenis Ansell, Cllr Chuck Berry, Cllr Allison Bucknell, Cllr Chris Caswill, Cllr Richard Clewer, Cllr Anna Cuthbert, Cllr Tony Deane, Cllr Richard Gamble, Cllr Alan Hill, Cllr Atiqul Hoque, Cllr Jon Hubbard, Cllr David Jenkins, Cllr Simon Killane, Cllr Gordon King, Cllr Magnus Macdonald, Cllr Alan MacRae, Cllr Bill Moss, Cllr Stephen Oldrieve, Cllr Horace Prickett, Cllr Bridget Wayman and Cllr Jerry Wickham

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

### 13 **Apologies**

There were no apologies received.

### 14 **Minutes of the previous meeting**

The minutes of the meeting held on 19 January 2016 were presented.

#### **Resolved:**

**To approve as a correct record and sign the minutes of the meeting held on 19 January 2016.**

15 **Minutes - Capital Assets Committee**

The minutes of the meeting held on 19 January 2016 were presented.

**Resolved:**

**To receive and note the minutes of the meeting held on 19 January 2016.**

16 **Declarations of Interest**

There were no declarations of interest.

17 **Leader's announcements**

**(A) Recording of Cabinet**

The Leader announced that the meeting would be recorded not for public transmission but to enable the footage to be reviewed to test the equipment with a view to broadcasting future meetings if the test proved satisfactory

**(B) Revised Cabinet Scheme of Delegation**

The Leader announced that she had reviewed Cabinet Member responsibilities. The Cabinet Member for Economic Development, Skills and Strategic Transport would take on responsibility for strategic property. Responsibility for the operational use of property would remain with the Cabinet Member for Strategic Planning and Waste. This change effective from this meeting (9 February 2016) was intended to provide greater focus and clarity in the exercise of the council's functions as landowner.

This change would be reported to the Full Council in accordance with the constitution.

18 **Public participation and Questions from Councillors**

The Leader drew the meeting's attention to the responses, circulated in agenda supplement 2 to the public questions received and invited Mr Richard Hames and Mr Ian James to ask any supplementary questions.

Mr Hames asked to follow up on questions 2, 3, 4 and 5.

In response to a request for more clarity, Cllr Sturgis stated that if proposals on brownfield sites had permission and were deemed deliverable then they could be considered as counting towards meeting the housing target in the Chippenham area in the current plan period. He went on to state that the deliverability of brownfield sites was affected by factors such as cost, contamination, ownership and infrastructure.

In response to a request for more clarity, Cllr Sturgis stated that Core Policy 10 referred to sites within the immediate vicinity of Chippenham and should not be confused with the need for a five year land supply within the wider North & West Wiltshire Housing Market Area. He went on to state that developments in the other towns in that Housing Market Area would not reduce the housing requirement within the Chippenham area.

In response to a request for paper copies of plans, the Leader stated that the Council encouraged residents to access the information online and that such facilities were available at libraries or council offices' reception; to produce extra paper copies of planning documentation was not, in her opinion, a good use of public money. In response to concerns regarding the tight timescale to respond to planning applications, Cllr Sturgis stated that any consultation response made after the deadline, but prior to the determination, would be considered as part of any determination by the authority.

In response to a question in relation to whether the Council had committed to selling land to Chippenham 2020, the Leader asked that Mr Hames submit his supplementary question in writing so that it could receive a written response.

Mr James thanked Cllr Thomson for the comprehensive response on the matter of the Broadband roll-out.

In response to supplementary issues raised by Mr James, Cllr Thomson clarified that: 80,000 homes would be given the opportunity to access high speed broadband in phase one by the end of March 2016; that issues with regard to poor services were varied, and were often subject to issues with providers; that the Council did not have access to information on individual household speed, and should not become a portal for people's problems with their providers; that additional homes would be reached in phase two; that as the service became more commercially viable, the Council would be rewarded with extra funding that could be used to reinvest in providing better access for harder to reach properties; that as the 4G network improved, it may be that some properties' problems could be solved that way rather than through the physical network; that there was a voucher scheme of up to £350 for people to buy equipment to provide satellite solutions; that there was a large campaign, backed by MPs, to allow parish councils to assist in funding and, in some cases, doing the work required to get hard to reach properties access – this work had been hampered by state aid processes, and meetings were underway with Broadband Delivery UK (BDUK) to try and circumvent these procedural problems.

Cllr Thomson confirmed that he was responsible, through a hard-working team of officers, for holding BT to account for performance. The Leader also mentioned that this was a priority area of the Swindon and Wiltshire Local Economic Partnership.

In response to a matter raised by Cllr Hubbard, Cllr Thomson stated demand had been underestimated in some areas.

In response to a question raised by Mr James, Cllr Sturgis stated that he believed that the Scott-Wilson Report indicated that planning authorities should, by way of planning conditions on development, require long-term monitoring of the hydrological aspects of land so that better information on issues such as ground water levels could be fed into models for developing flood defences; this would be a condition of a planning decision, not a pre-application consideration.

## 19 **Budget Monitoring**

The Cabinet considered the following reports:

## 20 **Revenue Budget Monitoring**

Councillor Dick Tonge, Cabinet Member for Finance, presented the report which advised members of the revenue budget monitoring position as at the end of period 9 (end of December 2015) for the financial year 2015/2016 with suggested actions as appropriate. In his presentation, Cllr Tonge referred to the actions taken to address any overspends to enable the Council to reach a breakeven position for the financial year. He stated that he expected a balanced budget to be achieved, and that the amount of reserves was in line with strategy.

### **Resolved**

**To note the outcome of the period 9 (end of December) budget Monitoring.**

Reason for Decision:

To inform effective decision making and ensure a sound financial control environment.

## 21 **Capital Budget Monitoring**

Councillor Dick Tonge, Cabinet Member for Finance, presented the report which informed Cabinet on the position of the 2015/2016 Capital Programme, as at Period 9 (31 December 2015), including highlighting budget changes. In his presentation, Cllr Tonge referred to the reasons for changes in the budget, the reductions to budgets where capital expenditure was less than anticipated and that some areas had been reprogrammed into 2016/17.

In response to a query from Cllr Hubbard, it was clarified that the £122.7 million predicted to be spent in 2015/16 was net of the £38.6 million reprogrammed into 2016/17; that any revenue savings arising from reduced borrowing had been taken into account; and that the remaining budget for 2015/16 would be spent in that period.



There being no further debate, the meeting;


### **Resolved**

- 1. To note the general budget additions for grants, contributions and other sources of £0.930 million as per Appendix B of the report as presented, and to note the period 9 position of the Capital Programme in Appendix A of the report as presented.**
- 2. To also note the reprogramming of £38.564 million between 2015/2016 and 2016/2017.**

Reason for Decision:

To inform Cabinet of the position of the 2015/2016 capital programme as at Period 9 (31 December 2015), including highlighting any budget changes.

## **22 Treasury Management Strategy 2016/17**

 Councillor Dick Tonge, Cabinet Member for Finance, presented a report which asked Cabinet to consider and recommend that Council approve the Prudential and Treasury Indicators, together with the Treasury Management Strategy for 2016-17. In his presentation, Cllr Tonge highlighted the small number of changes proposed to be made from the previously approved strategy and mentioned the changes made during the year by Cabinet and now incorporated into the strategy.

### **Resolved**

To recommend to Council that it:


- a) adopt the Prudential and Treasury Indicators (Appendix A) and approve the proposed changes to the additional maturity indicator and Upper Limits on the Maturity Structure of Borrowing, Trl 5 (paragraphs 28 to 31 of Appendix A);**
- b) adopt the Annual Investment Strategy (Appendix B), including the ratification of the removal of the minimum requirement for high credit quality relating to support ratings (previously in paragraph 28), following the changes to Fitch ratings implemented by them in respect of “bail-in”, as approved, via delegated authority to the Associate Director, Finance, Revenues & Benefits and Pensions;**
- c) delegate to the Associate Director, Finance, Revenues & Benefits and Pensions 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 Associate Director, Finance, Revenues & Benefits and Pensions 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; and**
- f) **agree that any 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 Associate Director, Finance, Revenues & Benefits and Pensions the authority to select such funds.**

Reason for Decision:

To enable the Council to agree a Treasury Management Strategy for 2016-17 and set Prudential Indicators that comply with statutory guidance and reflect best practice.

## 23 **Wiltshire Council's Financial Plan 2016/17**

 The Leader invited Councillor Dick Tonge, Cabinet Member for Finance, to present the Financial Plan and associated reports which detailed the draft proposals for Cabinet's consideration for onward recommendation to the Budget and Council tax setting meeting of Council on 23 February 2016 with a view to setting the Council's budget for 2016/17.

In her introduction, the Leader emphasised the need to find more savings due to changing demand and the reduction in grant funding from Central Government and stressed the importance of economic development and job creation;. The Leader thanked the officers for their work on developing a draft budget that aligned with corporate priorities.

Cllr Tonge, in his presentation, highlighted the detail in the report; that the largest proportion of money was allocated to supporting the most vulnerable in our society; that the budget was focused on protecting front line services that delivered the Business Plan; that it was proposed to increase the Council Tax for the first time in six years; that the Council would look to maximise efficiencies; and that a nationally mandated rent reduction would need to be taken into account.

Cllr Simon Killane, Chair of the Overview & Scrutiny Management Committee, outlined the process by which non-executive Councillors had been involved, and referred to the report of the Committee's meeting on 3 February which had scrutinised the budget proposals.

Cllr Glenis Ansell, Chairman of the Financial Planning Task Group, outlined how major issues would be tracked, including libraries, Adult Social Care and spending on agency workers. She emphasised the importance of building relationships between members of her group and the Cabinet members. The Group had asked for greater clarity with regard to Local Youth Network funding, deposits for those renting and possible reductions in grants to the voluntary sector. The Group would also review, in 6 month's time, the impact of the changes in Council tax to the debt levels.

Cllr Jon Hubbard, Chairman of the Children's Select Committee, clarified that whilst he had been able to comment on the budget, his Committee had not had a meeting at the appropriate time to contribute to the budget considerations as a committee.

Cllr Tonge in response to an issue raised by Cllr Caswill over what constituted a front line service, clarified that a front-line service was a service used by the public. The Leader added that the Council was being clear to the public that, to enable the continued protection of the vulnerable, some support services had to be cut meaning that, for instance, response times to correspondence would not always be as swift as before.

In response to an issue raised by Cllr Caswill, Michael Hudson, Section 151 Officer, stated that the fees and charges policy agreed by council two years ago set out the process by which fees and charges were set, In relation to apparent significant increases, he added that this was a reflection that charges may not have increased for some time or where fees were set by statute. .

In response to an issue raised by Cllr Caswill, Cllr Laura Mayes stated that Early Years Help referred to support given to children at various ages, not just in early years; and that the family intervention service was being brought completely in house, allowing the Council to make efficiencies in this area and reach more children. This would be achieved through changes in the management of the service rather than reductions in front-line services.

In response to an issue raised by Cllr Caswill, Cllr Stuart Wheeler and Cllr Alison Bucknell stated that managers were being supported to help officers manage stress; that members would continue to monitor the situation.

Corporate Directors Maggie Rae and Carlton Brand highlighted that more emphasis, through the Healthy Workplace Charter, was being placed on staff taking more responsibility for their own health and wellbeing; that staff surveys provided useful monitoring information, with the last staff survey indicating positive results, the monitoring of sickness and stress levels which compared favourably against the average; and that appraisals were a key tool in focusing and prioritising work to reduce stress.

Michael Hudson, Section 151 Officer, stated that he had reviewed the proposals made by different service areas and clarified that plans would be in place to

achieve the savings required. Corporate Directors Maggie Rae and Carolyn Godfrey gave examples of where savings could be made that didn't affect staffing levels.

Cllr Caswill stated that he remained concerned that some service reviews may result in some services being stopped, and referenced in his opinion, the decision of the Council to stop providing public toilets.

The Leader stated he was incorrect, and that the Council had never said it would stop providing toilets. The Council was, however, looking to see what would be the best level of local governance to provide this service which involved discussions with town and parish councils.

Some towns and parishes had expressed an interest in taking on this service in their respective areas. As a result, discussions had been held with towns and parishes on this issue. The results of this discussion would then be considered.

In response to a request from Cllr Hubbard for a transcript of what had been said, the Leader replied that she did not believe that her comments were in conflict with what had been communicated by Wiltshire Council

In response to an issue raised by Cllr Caswill, the Leader reassured members that changes to the Councils policy framework would be subject to public consultation, and consideration by Scrutiny, Cabinet and Council as appropriate.

In response to an issue raised by Cllr Caswill, Cllr Philip Whitehead explained that the Council had piloted the removal of some white-lines for safety reasons, but that it was still the policy to paint white lines on roads where required.

In response to an issue raised by Cllr Gordon King, the Leader confirmed that there had not yet been a detailed announcement about possible changes to the Government Grant. Officers would be asked to provide an update to Members when the matter was clearer.

In response to an issues raised by Cllr Bridget Wayman, Chair of the Environment Select Committee, Cllr Jonathon Seed stated that the flood/drainage budget remained unchanged.

## **Resolved**

**To recommend to Council that it:**

- a. Endorses the update of the Financial Plan for 2016/17.**
- b. Approve the investment and savings proposals summarised at Sections 7 and 9 respectively of this report and at Appendix 1, to provide a net revenue budget for 2016/17 of £313.585 million.**

**c. To vote separately:**


- i. To increase Wiltshire Council's element of the Band D Council tax for 2016/17 by 1.99% to £1,246.76, as calculated in accordance with statute, as set out in Section 10 of this report.**
- ii. To introduce a Social Care Levy of 2% to contribute to funding Adult Care pressures, raising £4.322 million.**
- iii. To set the Council's total net expenditure budget for 2016/17 at £313.585 million.**
- iv. To set a 1% reduction for social dwelling rents.**
- v. To set the Housing Revenue Account (HRA) Budget for 2016/17 as set out at Appendix 1F of this report.**
- vi. That all other service charges related to the HRA be increased by CPI plus 1%, including garage rents.**
- vii. To approve the Capital programme proposed at Appendix 1E of this report.**
- viii. To set the changes in fees and charges set out in detail at Section 8 of and at Appendix 1G of this report.**

Reason for Decision:

To enable Council to:

- Set its revenue, capital, housing revenue accounts, fees and charges, levels of reserves and resultant Council Tax for 2016/17 and to issue Council Tax and rent bills.
- Provide the Council with a strong business and financial plan for sustainable delivery for 2015-17.

**24 School Admission 2017/18**

 Cllr Laura Mayes, Cabinet Member for Children's Services, presented the report which outlined the School Admission Policy for approval by the Cabinet. In her presentation, Cllr Mayes highlighted the importance of child safeguarding and that the policy applied to all state funded schools in the area.

In response to a question from Cllr Jon Hubbard, it was clarified that parents received information about transport matters when applying for school places.

There being no further debate, the meeting;

**Resolved**

**To approve and determine:**

- a) **The proposed scheme for the co-ordination of admission to secondary schools for 2017/18.**
- b) **The proposed scheme for the co-ordination of admissions to primary schools for 2017/18.**
- c) **The proposed admission arrangements for Voluntary Controlled & Community secondary schools for 2017/18.**
- d) **The proposed admission arrangements for Voluntary Controlled & Community primary schools for 2017/18.**

Reason for Decision:

The Local Authority has a statutory duty to have a determined admission policy for 2017/18 in place on or before 28 February 2016.

**25 Urgent Items**

There were no urgent items.

**26 Exclusion of the Press and Public**

**Resolved**

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

Reason for taking the item in private:

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

No representations had been received as to why this item should not be held in private.

**27 Provision of Waste recycling and Disposal Services (Part II Item)**

🔑 Councillor Toby Sturgis, Cabinet Member for Waste, presented the report which advised Cabinet of the opinion sought from Counsel on the proposal to extend the contract with Hills Waste Solutions for the Provision of Waste Recycling and Disposal Services until 31 July 2017. Cabinet was also; asked to delegate authority to the Associate Director Waste and Environment in consultation with the Cabinet Member for Waste and the Associate Director Legal and Governance to extend the contract with Hills Waste Solutions for the Provision of Waste Recycling and Disposal Services until 31 July 2017.

### **Resolved**

**That Cabinet delegates authority to the Associate Director Waste and Environment in consultation with the Cabinet Member for Waste and the Associate Director Legal and Governance to extend the Contract for the Provision of Waste Recycling and Disposal Services with Hills Waste Solutions until 31 July 2017.**

Reason for Decision:

To enable the Council to maintain service delivery for residents, to comply with its statutory duties to collect and dispose of waste and to continue to progress towards achieving statutory targets until new contracts commence on 1 August 2017.

(Duration of meeting: 9.30 - 11.33 am)

These decisions were published on the 15 February 2016 and will come into force on 23 February 2016.
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The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail [Yamina.Rhouati@wiltshire.gov.uk](mailto:Yamina.Rhouati@wiltshire.gov.uk)  
Press enquiries to Communications, direct line (01225) 713114/713115

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# AGENDA SUPPLEMENT (3)

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**Meeting:** Cabinet  
**Place:** Kennet Room - County Hall, Trowbridge BA14 8JN  
**Date:** Tuesday 9 February 2016  
**Time:** 9.30 am

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**The Agenda for the above meeting was published on 1 February 2016. Additional documents are now available and are attached to this Agenda Supplement.**

Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718024 or email [Yamina.Rhouati@wiltshire.gov.uk](mailto:Yamina.Rhouati@wiltshire.gov.uk)

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6 **Public participation and Questions from Councillors (Pages 3 - 12)**

- Responses to questions from Richard Hames
- Responses to questions from Ian James

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**Wiltshire Council**

**Cabinet**

**9 February 2016**

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## **Public Participation – Chippenham Sites DPD**

### **Question from Mr Richard Hames**

Answers should be considered in the context of the Council's position regarding the ongoing Examination as promulgated through the Cabinet meeting, 15th December 2015 as noted below:

Cabinet: 15 December 2015

#### *Council Position Statement:*

*The Examination in relation to the Chippenham Site Allocations Plan is still open. The proceedings have been suspended by the Inspector, not closed. The Council has been asked to do further work by the inspector. Whilst this work is being undertaken, the Council will not be responding to communications relating to the evidence before the Inspector as in the interests of fairness and openness such an exchange should be considered through the examination process and therefore managed by the Inspector.*

1. Could you please confirm that the council agrees with the flood analysis provided by the environmental agency at the September public meeting and at the inquiry in November.

#### **Response:**

*This is a question relating to evidence before the inspector and subject to further consideration and therefore it is inappropriate for the Council to comment at this time apart from confirming that the Council will always use the up to date evidence from the Environment Agency.*

2. If there were brown field sites which could have say 400 homes built on them would you please confirm that they would be taken into consideration in the required number of houses of not less than 1935. So if brown field sites for 400 homes were found the number of houses needed would fall to not less than 1535.

#### **Response:**

*This is a question relating to evidence before the inspector and subject to further consideration and therefore it is inappropriate for the Council to comment at this time.*

3. A number of sites have recently received planning permission for houses to be built on in adjacent towns in the North & West HMA as Chippenham was

not able to meet its 5.25 year plan, for example Calne and Corsham. Will the number of not less than 1935 be reduced accordingly.

**Response:**

*The Chippenham Site Allocations Plan will need to be in conformity with the Core Strategy including Core Policy 10 that sets out the housing requirement for the Town*

4. It seems very unreasonable that the public have until I think 11th February to respond on the request to build 700 houses in area B and 1500 houses in area C. Would it not make more sense for this decision to be delayed until the council has produced its report later this year and consultation has been received from the public.

**Response:**

*The consultation period for making comments on these applications ends on 11 February 2016. Once the consultation period has concluded the Council can proceed to determine the planning application. To ensure comments are taken in to account it is important to submit comments before the statutory deadline. However, should representations be received after this date and no decision has been made, they will be taken into consideration by the Council.*

*If valid applications are submitted to the Council then we, as Local Planning Authority, have a statutory duty to process those applications within a specified time frame as you recognise in your next question. Any failure could result in an appeal against the Council for non-determination.*

5. The council has to comply with the timetable laid down by central government in deciding whether to grant planning consent to Chippenham 2020s application for 1500 houses in area C.

If the council decides to grant consent for building on land to the east of Chippenham prior to the inspectors decision at the end of 2016, would the council confirm that in such a case they will refuse to sell land owned by them to C2020 unless the inspector has given his findings and has confirmed development may take place on such land.

If the council fail to give such an undertaking the council is effectively bypassing the inspector so that it can sell its own land for profit and is abusing its position as both landowner and issuer of planning consent. This cannot be correct. The council can not allow building on its own land unless the inspector agrees that it should be part of the Chippenham site allocation

**Response:**

*This is a hypothetical question as to something that may or may not occur in the future based on a decision by the Council as Local Planning Authority which must base its decision on planning grounds only. The Council's land ownership is not a material planning consideration and therefore would have no part in any such decision. Any decision by the Council as landowner after*

*that occurrence would be taken having regard to all of the relevant facts at that time.*

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**Public Participation**

**Question from Mr Ian James, Bremhill Parish Councillor**

**Question to Councillor John Thomson, Cabinet member for Communities, Campuses, Area Boards and Broadband**

Please can the Cabinet member inform Council when those in the rural areas of Wiltshire will receive an acceptable broadband speed.

At the present time there are those in rural areas receiving just .2mbps when BT Open Reach has suggested that the minimum of 4 - 6 mgbps should be available.

It appears that those within 700 metres of a cabinet can have 30mgps, but the further you are away from the cabinet the performance drops off as the connection is still copper.

This poor performance is hampering those businesses working from home, as many as 50% of households in the rural community work from home, and farmers are especially disadvantaged, many are having to deal with DEFRA after midnight to get their work done.

This is of particular concern to those living in the rural parts of Bremhill parish, I am sure this is also of concern to many others living in other rural parishes.

Please will the cabinet member assure Council that every effort is being made to support the rural economy, and what timeframe can users expect 4-6mgbps across all of the county?

**Response**

In 2013, using Central Government's framework contract, we signed our Phase 1 contract with BT to improve access to Superfast (over 24 Mbps - megabits per second) broadband. We signed a second contract with BT for a second Phase in 2015. The total investment for Contract 1 is over £30m with £15.5m from Wiltshire Council, £4.6m BDUK (Central Government's Broadband Delivery UK programme) and £10.8m from BT. Contract 2 investment includes an additional £2.46 million coming from BDUK, £0.5 million from Wiltshire Council and £0.9 million from BT.

Reviewing our build plans for both Phase 1 and Phase 2 we will reach over 80,000 premises with a fibre service and well over 70,000 of those will have a Superfast

service. This is a significant achievement, as without our investment approximately 40% of all premises across Wiltshire would not be picked up commercially.

### **How we planned our roll out**

Firstly we are restricted to roll-out into a pre-defined Intervention Area. The European Commission requires that local authorities can only use public money to invest in this industry sector in areas where the industry demonstrates there is no current, or planned (within the next three years) deployment of either standard or superfast broadband. At the beginning of our project we completed an Open Market Review which gave commercial companies the opportunity to provide their current and planned footprint, the outcome of this review therefore established our intervention area (the area where there is no current or planned activity). Both Phase 1 and Phase 2 of the project are limited to the intervention area which is a legal requirement of the European Commission's State Aid rules.

Broadband is important to everyone; home workers, micro businesses, schools, businesses as well as families and isolated communities. The lack of commercial coverage has caused broadband 'not spots', but these not spots sit not only within our most rural areas but also small pockets of premises within our larger villages and towns. Rather than prioritise type of premise or location Wiltshire Council's strategic decision is to deliver fibre broadband to the greatest number of premises for the budget available. To achieve this the roll-out, design is based on a combination of several factors such as existing infrastructure, speeds already received, number of premises in the area and distance of premises away from the infrastructure. Other roll-out designs were considered such as prioritising specific communities or the most rural areas but the roll-out becomes less efficient and more costly and ultimately reduces the number of premises we can provide a service to within the available budget.

### **The technology we are deploying**

The solution we deploy as part of this contract is FTTC (Fibre to the Cabinet). To provide an FTTC solution we build a new fibre cabinet next to the existing copper cabinet (within a 50m radius) and then connect them. The user then receives a fibre broadband service via a fibre line from the exchange to the fibre cabinet, and then from the copper cabinet it continues along the existing copper lines to each premise. The length of the copper line from the cabinets to the premise can be detrimental to speeds even when attached to the fibre cabinet. We can also pick up EO Lines (exchange only line that run directly from a telephone exchange to the premise) by installing two new cabinets, a fibre cabinet and a new copper cabinet as described above.

The FTTC technology can provide speeds of up to 80 Mbps and allows premises to be connected to the fibre network that will undoubtedly bring further benefits as the technology develops. We are aware that not every premise attached to a fibre enabled CAB is receiving superfast speeds, they are not reported as receiving superfast speeds and we continue to explore further opportunities for these premises.



As a result of the Wiltshire Online programme the number of premises with a fibre broadband service is significantly increased, however we do acknowledge that we cannot reach every premise at this time. Those yet to appear in any build plans we refer to as our 'hardest to reach'.

### **What are our commitments / obligations and timescales**

Currently Wiltshire Council's obligation is to deliver the Phase 1 and Phase 2 contracts effectively. Phase 1 will be complete by end March 2016 and Phase 2 will be complete by the end of 2017.

Previously, Central Government made a commitment (Universal Service Commitment) to provide access to a minimum speed of 2Mbps and we have just launched the scheme to fulfil locally the Government's Universal Service Commitment (USC). The USC is a voucher scheme. The voucher essentially offsets the cost of installing a satellite solution in order to increase speeds to the minimum of 2Mbps. The information and application form is on our website [here](#). The scheme will run until the end of 2017.

Central Government also announced their aspiration for a Universal Service Obligation of a 10Mbps service available to every premise by 2020. As yet further detail on where the obligation sits and how it will be funded has not been released.

Any comments from BT about a minimal service of 6/7 Mbps is outside of the scope of our specific contract of delivery and does not relate to any central or local government obligation or commitment.

### **Performance and assurance of the contract delivery**

Currently Phase 1 delivery is on schedule and the take up of the service has exceeded expectations. In order to drill down the government funding the Project Team's execution of the assurance and payment process and overall contract management are reviewed and assured by central government who then report directly to the Wiltshire Council Programme Board. Following the last review the Programme Board received this report: *'The BDUK Broadband Projects Assurance Board reviewed progress to date at Wiltshire on 8 October 2015 and agreed that since the last Checkpoint D review there was still a very high level of confidence that the required level of contract management has been in place, concrete evidence of sustained assurance activity, and excellent levels of knowledge and compliance with contractual mechanisms. The Assurance Board congratulated Wiltshire on very good progress'*

### **The future of broadband in Wiltshire**

Wiltshire Council is committed to extending our superfast broadband footprint and we continue to explore further funding opportunities. This includes the gain share clause in the Phase 1 contract; as residents take up the new fibre service funds are generated and reinvested into the contract to build further infrastructure. The first tranche of re-investment will be announced in 2016. We also continue to support our local MPs with regards to the pursuit of additional funding for a Phase 3, supporting

the provision of fibre broadband in new build homes and cutting the red tape for those communities looking to embark on community led broadband projects.

**Question to Councillor Toby Sturgis, Cabinet member for Strategic Planning, Development Management, Strategic Housing, Property and Waste**

On 15th December 2015 in response to question 13 his response was wrong. Please will he clarify the exact content of paragraph 3.4 of the Scott Wilson Report on Ground Water Flooding of November 2011 for land to the east of Chippenham, known as Area C1 & 2.

I refer to the last paragraph of his answer which uses the word "prior" to the consideration of development proposals.

The correct statement from para 3.4 reads "It is not sufficient to rely on the work undertaken by developers through the planning application process, unless long term monitoring (several years) is one of the conditions when granting planning permission"

Does he agree that this is the correct statement from para 3.4?

**Response:**

The extract provided in the response to Question 13 to Cabinet on 15 December 2015, correctly referred to wording within Paragraph 3.4 (which comprises three paragraphs - the middle paragraph is the one referred to in this and Mr James' previous Question).

The extract quoted by Mr James above, forms the first part of the 'paragraph', and the extract quoted within the Council's response forms the final part. The response provided in relation to Question 13 focuses on the advice that has arisen in response to the observations made in the first part. For completeness the full paragraph is provided below:

"It is not sufficient to rely on the work undertaken by developers through the planning application process, unless long term monitoring (several years) is one of the conditions when granting planning permission. Groundwater levels are often only monitored once, or, at most, for a number of weeks. It would be advisable for the Council, in combination with the Environment Agency, to begin long term monitoring of the Cornbrash Formation, Kellaways Sand Member and superficial aquifer groundwater levels. This data would also be useful for understanding groundwater / surface water interactions, which is important when considering the design of fluvial flood defences."

(Paragraph 3.4 'Importance of Long Term Groundwater Level Monitoring', Appendix C Chippenham Surface Water Management Plan, Scott Wilson - Surface Water Management Plan, November 2011)

However, in the Council's response there are two typo errors. There should not be a quotation mark at the end of the response and the reference to Question 5 should have read Question 11.

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**Admin Note: question 13 to Cabinet on 15 December 2015 as referred to above for ease of reference as follows:**

*Is it true that the Scott Wilson ground water flooding report for the River Avon and Marden stated that the Council should not rely on a developer's report, but should undertake several years of hydrological testing during any planning stage?*

**Response:**

*As part of work commissioned for a Surface Water Management Plan, Scott Wilson prepared an intermediate assessment of ground water flood susceptibility. It states that a developer's survey of groundwater levels could usefully be supplemented by longer term monitoring. It says:*

*"It would be advisable for the Council, in combination with the Environment Agency, to begin long term monitoring of the Cornbrash Formation, Kellaways Sand Member and superficial aquifer groundwater levels. This data would also be useful for understanding groundwater / surface water interactions, which is important when considering the design of fluvial flood defences." (para 3.4 An Intermediate assessment of ground water flood susceptibility, Scott Wilson, November 2011)*

*Scott Wilson's finalised advice does not suggest a requirement for several years hydrological study being required prior to the consideration of development proposals. (See question 5). The Environment Agency do not consider there is an enhanced risk in Chippenham due to ground water flooding."*

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**Wiltshire Council**

**Cabinet**

**15 March 2016**

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**Subject: Future of Wiltshire Council Provided Public Conveniences**

**Cabinet Member: Cllr Philip Whitehead – Highways and Transport**

**Key Decision: Yes**

## **Executive Summary**

- (i) Wiltshire Council should asset transfer, lease, or return public conveniences to town and parish councils at the earliest mutually agreeable opportunity.
- (ii) Where a town or parish council rejects a public convenience transfer opportunity, Wiltshire Council should continue the provision of the facility where a positive cost-benefit analysis is proven.
- (iii) Where a town or parish council rejects a public convenience transfer opportunity Wiltshire Council should close the facility if a positive cost-benefit analysis is not found.
- (iv) Introduce a Community Toilet Scheme and enable where possible the opening of resources in Wiltshire public buildings.

## **Proposals**

- (i) To note the outcome of the public consultation and transfer any public conveniences that the towns and parishes wish to manage and undertake a 'cost benefit' analysis on any remaining facilities to decide their future.
- (ii) To delegate powers to the Associate Director, Highways and Transport following consultation with the Cabinet Member for Highways and Transport with regard to the cost benefit analysis decision on each remaining public convenience.
- (iii) Introduce a Community Toilet Scheme in Wiltshire and enabling where possible the opening of resources in Wiltshire public buildings.
- (iv) Authorise the Associate Director for People and Business to enter into appropriate formal arrangements for the transfer or lease of the assets on such terms as to be determined by the Associate Director for People and Business following consultation with the Associate Director for Highways and Transport, Associate Director for and Law and Governance and the Cabinet member for Highways and Transport.

### **Reason for Proposals**

Due to Wiltshire Council's continued need to concentrate on delivering priority services; the funding for cleaning and maintenance of public conveniences was removed in April 2015.

However, these public conveniences remain open and the purpose of this report is to provide members with the outcome of a public consultation and to seek a decision about the future provision of the public convenience service.

**Dr. Carlton Brand**  
**Corporate Director**

## Wiltshire Council

### Cabinet

15 March 2016

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**Subject:** Future of Wiltshire Council Provided Public Conveniences

**Cabinet Member:** Cllr Philip Whitehead – Highways and Transport

**Key Decision:** Yes

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### Purpose of Report

1. Due to Wiltshire Council's continued need to concentrate on delivering priority services; the funding for cleaning and maintenance of public conveniences was removed in April 2015. However, these public conveniences remain open and the purpose of this report is to provide members with the outcome of the recent public consultation and to seek a decision about the future provision of the public convenience service.

### Relevance to the Council's Business Plan

2. To identify alternative ways of providing non statutory services and encouraging community involvement in delivery of services.

### Main Considerations for the Council

3. The recommendation to members is Option 1 which seeks for the transfer of public conveniences to town and parish councils and carries out a cost benefit analysis on those not transferred, and Option 4 which introduces a Community Toilet Scheme throughout Wiltshire.
4. The adoption of these options will ensure the continued availability of public conveniences.

### Background

5. There are thirty two public conveniences run by Wiltshire Council across Wiltshire. These include two in Devizes, two in Bradford on Avon, three in Melksham, two in Westbury, one in Marlborough, one in Corsham, one in Castle Combe, three in Chippenham, one in Calne, one in Royal Wootton Bassett, one in Cricklade, one in Amesbury, one in Downton, one in Wilton, two in Warminster and nine in and around Salisbury. They are all checked and cleaned twice a day by the Council's contractor, Balfour Beatty Living Places. A full list of all facilities is available in **Appendix A**.

6. Some of the Council's Public Convenience facilities are not compliant with the Equalities Act 2010 and thus will require significant investment. Public conveniences often attract vandalism and anti-social behaviour ranging from very minor (litter and graffiti tagging) to major (sexual behaviour, graffiti, drug taking and rough sleeping).
7. Customers are often critical of public conveniences, particularly where usage is heavy and consumables run out; however, the majority of complaints are that conveniences are not open long enough. This could be improved with the introduction of a Community Toilet Scheme.

### **Overview and Scrutiny Engagement**

8. The budget for maintaining public conveniences was removed as part of the budget setting process 2015/16 which involved Overview and Scrutiny.

### **Safeguarding Implications**

9. There are no safeguarding implications.

### **Public Health Implications**

10. The aim of this review is to get local communities to take responsibility for their own public conveniences. Having this community approach will ensure there is still some provision which is essential to meet the needs of the community especially people living with physical or mental health conditions. The community model could be linked in with wider community schemes such as safe places and shop schemes to help ensure the level of service is appropriate.

### **Procurement Implications**

11. There are no procurement implications.

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

12. The EIA found that where public conveniences are transferred to a town or parish the impact on equalities will be below. This would change should the parish decide to close these facilities at a later date. Wiltshire Council will carry out a "cost benefit" analysis on any sites that are not transferred. See **Appendix I** for the full survey.

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

13. The closure or transfer of the public conveniences would have a minimal impact on the council's carbon reduction commitment payment associated with the hot water and lighting provision. Where the facilities are provided by existing and open businesses such as pub or café it is likely that there would be no significant increase in their energy costs and associated carbon emissions as the facilities would already have been available to customers and it is not anticipated that their opening times would be extended under this proposal.



## **Risk Assessment**

14. Disposal of land and buildings comes with various risks and appropriate due diligence will be required.

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

15. As there is no provision in the 2016/17 budget to fund cleaning, Wiltshire Council would need to identify additional funding or close all public conveniences on 1 April 2016.
16. The contract to clean public conveniences finishes on 31 March 2016. Wiltshire Council would need to identify how it would continue to clean these facilities beyond this date, if alternative ways for providing the service are not found.

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

17. Should town and parish councils not accept the asset transfers then the Council would need to review the public convenience availability within Wiltshire.

## **Financial Implications**

18. The budget for maintaining public conveniences was removed as part of the Council's Financial Plan for 2015/16. The Financial Plan was subject to a process of member scrutiny that included consideration by the Financial Planning Task Group and the Overview and Scrutiny Management Committee. The outcome of these was reported to Cabinet and Full Council.
19. For 2015/16 the annual contract cost of cleaning public conveniences is £180,000. The service has been exploring 'one off' funding opportunities, from other sources, for 2015/ 16 to provide the service. However, there is the potential of an overspend being reported as the operation has continued and is unfunded. For 2014/15 the ongoing maintenance and utility costs for public conveniences was £191,000. For any public conveniences not transferred to local parish or town councils there would be a budget implication for both the cost of maintenance and cleaning the service would have to look at its other service delivery priorities to allow the public convenience provision to be fully funded. This will be determined on a case by case basis.
20. The funding arrangements for any convenience transferred to a town or parish council would be at their discretion. Currently a number of facilities have charges for use, but the majority have no charge for entry. The transfer would not prevent the town or parish council introducing or removing charges. The councils could also consider alternative funding arrangements such as advertising, sponsorship or grant funding (where possible).

## **Legal Implications**

21. The successful implementation of this Decision will entail close working between the Council and the relevant town and parish councils to ensure the smooth asset transfer of the public conveniences where appropriate.

22. As the Council is ceasing to provide public convenience services directly and instead grant leases or transfer freeholds of the public conveniences the risk of TUPE applying is very low but needs to be considered independently by each council involved.

### Options Considered

23. The following Options are:

- (i) Transfer any public conveniences that the towns and parishes wish to manage and undertake a 'cost benefit analysis on any remaining facilities to decide their future.
- (ii) Continue to provide and fund public conveniences.
- (iii) Close the public conveniences.
- (iv) Introduce a Community Toilet Scheme.

24. (i) **Option 1**

Towns and parishes that have Wiltshire Council provided public conveniences within their areas were contacted on 15 July 2015 (see **Appendix B**). The communication gave the parishes advance notice of the public consultation and asked each town or parish whether it wished to consider taking on the provision of the service and the asset (see **Appendix C**).

The town and parish councils were requested to respond by 17 September 2015. Information concerning the current operating costs was supplied to town and parish councils on 13 and 20 November 2015. So far, eight town and parish councils have expressed an interest in taking on the responsibility for the provision of this service.

On 26 November a meeting was held with the Head of Community Engagement and Governance to discuss how Community Engagement Managers could approach parishes to encourage transfer of the service.

Where a town or parish council decides to accept a public convenience facility, a lease or Community Asset Transfer will be undertaken. To allow the legal process to be completed there may be a requirement, in a small number of transfers, for Wiltshire Council to extend their maintenance period for a facility to a mutually agreeable transfer date.

Where a town or parish council decide that they do not wish to accept a public convenience facility a cost-benefit analysis will be undertaken by Wiltshire Council on the future provision of the asset.

The analysis will consider the:

- Comments with regard to the provision received during the Public Convenience consultation.
- Usage of the facility.
- Availability of suitable alternative public conveniences within a reasonable geographical area.
- Age and condition of the facility.
- On-going cost of provision.
- Any alternative provider options for running the facility.

- Value of the asset and alternative possible uses.
- Scale of the benefit delivered in relation to Wiltshire Council's business plan priorities

Where the review concludes that the public convenience provision

- passes the cost-benefit analysis test the council may extend their maintenance period for the facility, which will then be reviewed at an agreed frequency.
- fails the cost benefit analysis test the facility will be closed as a public convenience.

25. (ii) **Option 2**

Wiltshire Council continues to fund and provide this service.

**Appendix F** shows the running costs for upkeep and utilities which equate to £190,704.00 per annum.

Since 1 June 2013, the cost of cleaning the public conveniences was included in the Highways Contract provided by Balfour Beatty Living Places. The equivalent daily cost for cleaning each location twice a day was £7.76. The contract finishes on 31 March 2016.

The Landscape Group has been asked to price the cost of cleaning after this date. It has provided a cost of £400,000 per annum to deliver this service.

Therefore, the cost to Wiltshire Council for continuing to provide this service would be £600,000 per annum. Currently, there is no budget provision for any of the above costs in the Council's budgets.

26. (iii) **Option 3**

Wiltshire Council closes all of its public conveniences on 1 April 2016. The Council can then decide what it wants to do with the assets.

27. (iv) **Option 4**

This option would see the introduction of a Community Toilet Scheme throughout the county. Under this option shops and businesses would be encouraged to make their toilets available for use by members of the public.

The benefits of this scheme would be more toilets made available for public use across the county with the added benefit that the toilets would be open for longer into the evening, so serving the night time economy.

Businesses themselves, particularly cafes, pubs and restaurants will benefit as potentially more customers will pass through their doors.

A number of unitary, district and town councils already operate these schemes, including Bath and North East Somerset District Council, Oxford City Council, Poole Borough Council, and Frome Town Council.

**Appendix D** details information about the Gloucester City Council and Oxford City Council schemes.

On 26 November a meeting was held with the head of Community Engagement and Governance to discuss how Community Engagement Managers could approach businesses to promote the scheme and encourage businesses to make their toilets available.

In order to encourage businesses, it is recommended that £18,000.00 be made available to Area Boards (£1,000.00 per Area Board) so that grants in the region of £200 per application can be made in the first year to encourage businesses to join the scheme.

Participating businesses will be able to display this logo in order to advise the public that their business is participating in the scheme.



An example of Oxford City Council's agreement is attached as **Appendix E**.

## 28. **Public Consultation**

A three month public consultation about the future provision of public conveniences started on 17 August 2015. It closed on 11 December 2015. Town and parish councils were written to electronically on 14 August to advise them that Wiltshire Council was going out to consultation. Notices were posted in all of the public conveniences to advise members of the public how they could take part in the consultation.

The consultation itself was accessed via the Council's website – see **Appendix G** for a copy of the consultation document and the results.

A number of paper copies were sent to those members of the public that requested them. Wiltshire Council electronically contacted over one hundred community groups to advise them of the consultation. Unless they have responded via the on-line survey, Wiltshire Council has not had any direct responses from any of these organisations.

## 29. **Summary of Consultation Results**

There were 451 surveys completed. Over 96.5% of responses were from individuals with only 2.2% coming from representatives of interested groups. Individuals were given the choice of six options as to how the service could be provided in the future. Individuals could select up to three of these options:

More than 65% of responses supported the option that public conveniences be transferred to town and parish councils.

47% of responses thought that public conveniences could be kept open by allowing businesses to operate them.

38% thought that the Wiltshire Council and town and parish councils should make the toilets in all public buildings available to members of the public.

Full results of the consultation can be found in **Appendix G**.

### 30. **Additional Communications**

Letters and emails have been received from sixteen members of the public all expressing concern over the future of the public conveniences. The theme of all these letters was that Wiltshire Council should continue to fund this service itself. A response was sent to each of these residents who were encouraged to complete the on-line survey.

The Devizes Area Tourism Partnership has also raised similar concerns about closing public conveniences in Devizes and the impact that this could have on visitors to the town and surrounding area.

Wiltshire People 1<sup>st</sup> assisted seventeen of its members in completing our survey:

- Just over half thought that Wiltshire Council should support local shops and businesses in making their toilets available to the general public. This should be supported by improved signage directing people to these premises.
- Just under half of the responses thought that town and parishes should provide the service.
- A third of people thought that the asset should remain with Wiltshire Council but operated by community groups or volunteers supported by Wiltshire Council.

The full report is attached in **Appendix H**.

### **Conclusions**

31. To:

- (i) Ensure Public Conveniences facilities continue to be available for the residents and visitors, Wiltshire Council will transfer, lease, or return public conveniences to town and parish councils at the earliest mutually agreeable opportunity. Where a town or parish council rejects a public convenience transfer opportunity, Wiltshire Council should continue the provision of the facility if supported by the outcome of a cost-benefit analysis.
- (ii) Improve on the availability of facilities, a Community Toilet Scheme will be introduced and where possible resources in Wiltshire public buildings will be made available for the public's use.

**Parvis Khansari**  
**Associate Director – Highways & Transport**

Report Author:  
**Tim Woolford**  
Local Highways Area Manager  
Tel No. 01722 438918  
Date of Report: 2 March 2016

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

None

**Appendices:**

- A – List of public convenience locations
- B – Letter to town and parish councils
- C – Sample schemes, Gloucester City Council and Oxford City Council
- D – Sample agreement (Oxford City Council)
- E – Running costs
- F – Consultation document
- G – Results of consultation
- H – Wiltshire People 1<sup>st</sup> results
- I – Wiltshire Council Equality Impact Analysis Record Form 2015

## Appendix A - Public Convenience Locations

Location	Town
West Central Car Park	Devizes
The Green	Devizes
Station Car Park	Bradford on Avon
St Margarets Car Park	Bradford on Avon
Church Street	Melksham
Town Centre	Melksham
Bath Road	Melksham
Warminster Road	Westbury
High Street Car Park	Westbury
George Lane Car Park	Marlborough
Newlands Road	Corsham
The Street	Castle Combe
Monkton Park	Chippenham
Bath Road	Chippenham
Borough Parade	Chippenham
The Pippin	Calne
Boroughfields	Royal Wootton Bassett
High Street	Cricklade
Salisbury Street	Amesbury
The Borough	Downton
Market Place	Wilton
Central Car Park	Warminster
Lakeside Park	Warminster
Central Car Park	Salisbury
Market Square	Salisbury
Coach Station	Salisbury
Culver Street Car Park	Salisbury
St. Petersfinger Park and Ride	Salisbury
London Road Park and Ride	Salisbury
Britford Park and Ride	Salisbury
Beehive Park and Ride	Salisbury
Wilton Park and Ride	Salisbury

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## Appendix B

**From:** Woolford, Tim [<mailto:Tim.Woolford@wiltshire.gov.uk>]

**Sent:** 15 July 2015 10:10

**To:** amesburyclerk; [townclerk@bradfordonavontowncouncil.gov.uk](mailto:townclerk@bradfordonavontowncouncil.gov.uk); [lroberts@calne.gov.uk](mailto:lroberts@calne.gov.uk); [ryall630@btinternet.com](mailto:ryall630@btinternet.com); [swilthew@chippenham.gov.uk](mailto:swilthew@chippenham.gov.uk); [dmartin@corsham.gov.uk](mailto:dmartin@corsham.gov.uk); [tinajones@cricklade-tc.gov.uk](mailto:tinajones@cricklade-tc.gov.uk); [townclerk@devizes-tc.gov.uk](mailto:townclerk@devizes-tc.gov.uk); [clerk@downtonparishcouncil.gov.uk](mailto:clerk@downtonparishcouncil.gov.uk); [townclerk@marlboroughtowncouncil.gov.uk](mailto:townclerk@marlboroughtowncouncil.gov.uk); [townhall@melkshamtown.co.uk](mailto:townhall@melkshamtown.co.uk); [johnathanbourne@royalwoottonbasset.gov.uk](mailto:johnathanbourne@royalwoottonbasset.gov.uk); [info@salisburycitycouncil.gov.uk](mailto:info@salisburycitycouncil.gov.uk); [admin@warminster-tc.gov.uk](mailto:admin@warminster-tc.gov.uk); [info@westburytowncouncil.gov.uk](mailto:info@westburytowncouncil.gov.uk); [WiltonTC@waitrose.com](mailto:WiltonTC@waitrose.com)

**Cc:** Campbell, Craig; Hiscock, Jennifer; Ruse, Tracy; Dobson, Richard; Winslow, Gemma; Moss, Jon; Myers, Tracy; Hanks, Sarah; Busby, Rebecca; Renfrew, Stuart; Dallimore, Imogen; Burgess, Norman; Haime, Lee; Clarke, Allan; Hampton, Adrian

**Subject:** TC and PC Toilet Consultation

Dear Town/Parish Council

Wiltshire Council is about to start consulting with the public about the future provision of public conveniences throughout the county. The consultation will run from 1<sup>st</sup> August until 31<sup>st</sup> October 2015.

In advance of this we are writing to those town and parish councils who have Wiltshire Council funded public conveniences within their parish, to notify them of the consultation. You will find attached a letter outlining the scheme along with a list of public conveniences and where they are located. There are already other town and parishes throughout Wiltshire that fund this service themselves and this is an opportunity for your council to do the same if you consider this to be a priority service that should continue.

Please note we are asking that you respond to the letter by 17<sup>th</sup> September 2015

Regards

**Tim Woolford**

Local Highways Area Manager South

Highways and Transport

Area Boards - Salisbury, Southern Wiltshire, South West Wiltshire, Warminster

Phone: 01722 438918

Mobile: 07825 850789

Email: [tim.woolford@wiltshire.gov.uk](mailto:tim.woolford@wiltshire.gov.uk)

[www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

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## Future service consultation

### Introduction

You may be aware of the reduction in central government funding for Wiltshire Council and our need to continue to challenge what we provide and how it should be provided. One of the services under review for 2015/16 is the public convenience service.

Councils do not have a statutory duty to provide a public convenience service or buildings that house the delivery of the public convenience service. For the purpose of this consultation, the public convenience service is defined as a place where members of the public are able to access toilet and similar welfare facilities.

Many town and parish councils already provide part of the public convenience service in their area. In some areas supermarkets and shops are open to the public to use, often with longer opening hours.

The current service delivery model for the non-statutory public convenience service in Wiltshire is already made up of:

- The Council providing and maintaining dedicated premises (or sections of a premise) in towns and villages.
- Town/Parish councils providing and maintaining dedicated premises (or sections of a premise) in their own towns and villages.
- Local groups maintaining dedicated premises (or sections of a premise) in towns and villages that have been provided by the Council under a [Service Delegation](#) with a lease of the premises.
- Local group providing and maintaining dedicated premises (or sections of a premise) in towns and villages, following a [Community Asset Transfer](#) or licence or lease of premises that were previously provided and maintained by the Council.
- The service is also provided in shopping and entertainment complexes while many public buildings have toilets available to the public.

This survey seeks to identify the views of stakeholders on what the future service delivery model for the public convenience service in Wiltshire should look like.

**About you...**

1. Are you answering this survey as an individual or as a representative of an organisation or group?

- I am answering this survey as a resident
- I am answering this survey as a representative of a local Council
- I am answering this survey as a representative of a group or organisation

2. If you are representing a council or group what is its name?

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### **Future Service Delivery Model**

We know that the public convenience service provides an important facility across Wiltshire. However, as the local community already directly fund the public convenience service in some areas already, and the Council wishes to treat all areas equally, a change is needed in the way the service is delivered. The changes to the funding available to the Council mean that it is not possible for the Council to continue providing its part of this service. Therefore the Council is reviewing how the public convenience service should be provided moving forward.

This will mean that in some areas the public convenience service may be provided by shops and other commercial premises (called a "Community Toilet Scheme"), or by other public organisations using their own public buildings (for example a Town Hall), or by a group using a premises where the Council is currently providing the service (for example a toilet block in a car park).

3. Bearing in mind that Wiltshire Council is unable to provide a countywide public convenience service by itself, which of the following options do you think would be best? (you can tick up to three options if you think they might work)

- Community groups to take full responsibility for providing the service (possibly from the premises where the Council is currently providing the service).
- Explore how to make every public building in a local town or village open its toilets for use by the public.
- Allow any local community group or organisation to provide the cleaning and maintenance of the premises where the Council is currently providing the service.
- Private organisations to provide the service from existing premises (where the Council is currently providing the service), including use of the premises for advertising etc.
- Local Parish/Town/City council to run the service, if they are prepared to fund it, from premises where the Council is currently providing the service.

### Accessing the New Service Delivery Model

The Council provide some of the public convenience service across Wiltshire but not all of it. Others are provided by Town/Parish councils or have previously been transferred to local groups. There are also some in shopping and entertainment complexes while many public buildings have toilets available to the public.

4. Which of the following ideas do you think would help people to know where a publically available toilet is? (please rate the options 1 to 3, with 1 being an option you think will work really well and 3 being an option that you think will work poorly)

- An interactive map and app available to download onto your phone or computer that shows where they all are and the opening times
- Better signage outside all public buildings that toilets are available
- Signs in windows that show whether toilets are available to non-customers

5. A Community Toilet Scheme is where participating businesses display a sticker in the window, so whenever you see this sign it means you are welcome to use these toilet facilities.

If a Community Toilet Scheme was available in Wiltshire, how much would you agree or disagree with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
More people would visit our towns and villages					
It would be better than having to rely on the small number of council owned public conveniences					
It would be better as vandalism and graffiti would be less likely					
Private business facilities tend to be much nicer anyway					
Community toilet schemes should be helped by small grants available for local businesses to encourage take up					
Community toilet schemes would increase the number of potential customers for businesses					

**Finally ...**

6. Do you have any ideas about how privately owned or community run conveniences can be made available for public use in Wiltshire?

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7. If you would like to be involved with a local working group on taking some of these ideas forward please state your name and email address and we will get back to you.

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### What happens next?

The results of the consultation will be collated and a proposal will be put forward to Cabinet.

Following the approval of the proposal by Cabinet, any of the Council-owned premises that are not to be used (for delivering the new public convenience service model) will be submitted for a Property Asset Review by the Strategic Assets & Facilities Management service. The Property Asset Review will determine the future of these premises for other uses by the Council, including but not limited to, use by another Wiltshire Council service, marketing for sale, lease or licence to a third party, and surrender of lease or licence to the landlord.

Any group interested in using existing Council premises for the delivery of the public convenience service can need to submit a [Community Asset Transfer](#) or [Service Delegation](#) application at any time.

The table below shows the public convenience premises that may be directly affected by the outcomes of this consultation. Whilst the table does not cover the whole of Wiltshire, the new service delivery model will.

Community Area	Public Convenience Location
<b>Amesbury</b>	The Centre Car Park Public Conveniences (Salisbury Street), Amesbury
<b>Bradford on Avon</b>	St Margaret's Street Public Conveniences, Bradford on Avon
	Station Car Park Public Conveniences, Bradford on Avon
<b>Calne</b>	The Pippin Public Convenience, Calne
<b>Chippenham</b>	Bath Road Public Conveniences, Chippenham
	Borough Parade Public Convenience, Chippenham
	Castle Combe The Street Public Convenience, Castle Combe
	Monkton Park Public Convenience, Chippenham
<b>Corsham</b>	Newlands Road Public Convenience, Corsham
<b>Devizes</b>	Devizes Superloo (West Central Car Park)
	Estcourt Street Public Conveniences (The Green), Devizes
<b>Marlborough</b>	George Lane Car Park Public Conveniences, Marlborough
<b>Melksham</b>	Bath Road Public Conveniences, Melksham
	Church Street Public Conveniences, Melksham
	Market Place Public Conveniences (Town Centre), Melksham
<b>Royal Wootton Bassett &amp; Cricklade</b>	Borough Fields Public Convenience, Royal Wootton Bassett
<b>South West Wiltshire</b>	Greyhound Lane Public Conveniences (Market Place), Wilton
<b>Warminster</b>	Central Car Park Public Conveniences, Warminster
	Warminster Park Public Conveniences (Lakeside Park), Warminster
<b>Westbury</b>	Warminster Road Public Conveniences, Westbury
	High Street Short Stay Car Park Public Conveniences, Westbury



## **Thank you**

Thank you for taking part in this survey. If you need any further information about the survey you can contact:

Tim Woolford, Local Highways Area Manager South

Highways and Transport

Phone: 01722 438918

Email: [Tim.Woolford@wiltshire.gov.uk](mailto:Tim.Woolford@wiltshire.gov.uk)

Results will be treated in confidence and will not be open to the public or third parties not connected to the Council.

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The Gloucester City Toilet Scheme provides members of the public with clean, safe and accessible toilets in convenient locations across the city.

The participating businesses have agreed to let members of the public use their toilet facilities during normal working hours without the need to make a purchase.



## PUBLIC TOILETS

**WC Gloucester Bus Station**  
Off Market Parade  
7.30am-7.30pm



**WC Gloucester Park**  
8.30am-3.45pm



**WC Westgate Car Park\***  
Westgate Street  
7am-7pm



\* Radar key may be needed for disabled access - available in store. Businesses have the right to refuse entry in exceptional circumstances



For more information about Gloucester please visit [www.gloucester.gov.uk](http://www.gloucester.gov.uk)  
or call  
01452 396 396

# GLOUCESTER COMMUNITY TOILET SCHEME

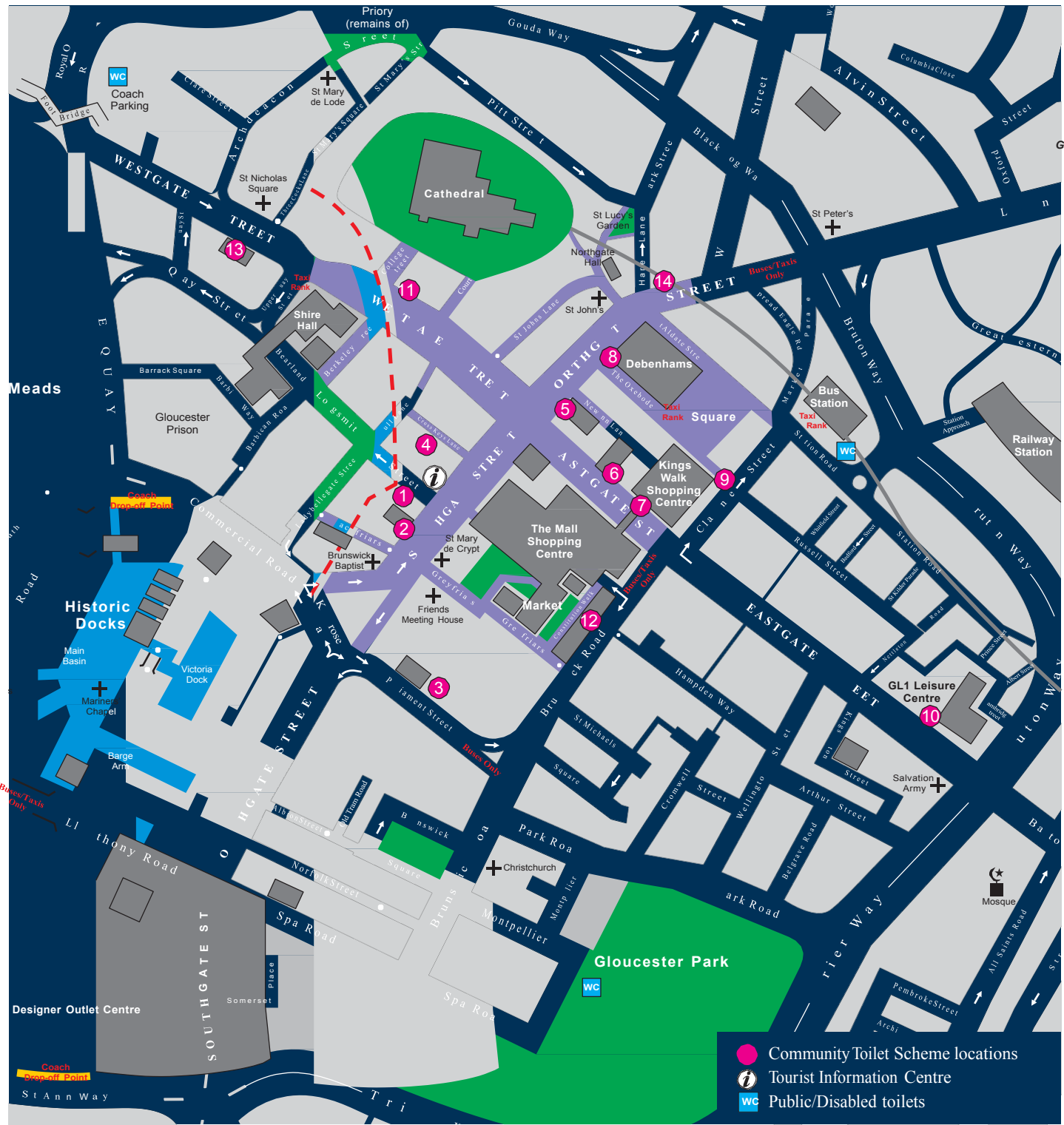


Gloucester  
**City Council**  
Transforming Your City

# COMMUNITY TOILET SCHEME

## LOCATIONS

- 1 Fab and Faded**  
 Longsmith Street  
 Mon-Sat 10am-5pm
- 2 Robert Raikes\***  
 Southgate Street  
 Mon-Sat 12pm-11pm  
 Sun 12pm-10.30pm
- 3 Warehouse Climbing Centre**  
 Parliament Street  
 Mon-Fri 12pm-10pm  
 Sat 9am-10pm  
 Sun 10am-9pm
- 4 The Cross Keys**  
 Southgate Street  
 Mon-Sun 11am-11pm
- 5 The New Inn**  
 Northgate Street  
 7am-11pm
- 6 Gloucester Guildhall\***  
 Eastgate Street  
 Mon-Weds 10am-9pm  
 Thurs-Sat 10am-10pm
- 7 Eastgate Shopping Centre\***  
 Eastgate Street  
 Mon-Sat 9am-5.30pm  
 Sun 10.30am-4.30pm
- 8 Debenhams (top floor)\***  
 Northgate Street /  
 Kings Square  
 Mon-Fri 9.30am-6pm  
 Sat 9am-6pm  
 Sun 11am-5pm
- 9 Foppins Restaurant**  
 Claunce Street  
 Mon-Sat 8am-6.30pm  
 Sun 9.30am-5.00pm
- 11 GL1 (Aspire)**  
 Bruton Way  
 Mon-Fri 7am-11pm  
 Sat 8am-6pm  
 Sun 8am-11pm
- 11 The Westgate Bar and Restaurant**  
 Westgate Street  
 Mon-Tues 11am-2am  
 Wed-Fri 11am-3am  
 Sat 11am-4am  
 Sun 11am-2am
- 12 Gloucester City Museum**  
 Brunswick Road  
 Tues-Sat 10am-5pm
- 13 The Folk Museum**  
 Westgate Street  
 Tues-Sat 10am-5pm
- 14 The Imperial**  
 Northgate Street  
 Mon-Weds 11am-11pm  
 Thurs-Sat 11am-12am  
 Sun 12am-6pm



- Community Toilet Scheme locations
- Tourist Information Centre
- Public/Disabled toilets

## OXFORD COMMUNITY TOILET SCHEME (“the Scheme”)

An Agreement between

Oxford City Council (“the Council”)

and

[name].....of[address].....  
..... (“the Participating Organisation”)

Date..... (“the Commencement Date”)

### Terms and Conditions

1. The Participating Organisation agrees to become a participant in the Scheme subject to the terms and conditions of this agreement.
2. The Participating Organisation agrees to participate in the Scheme from the Commencement Date until [31<sup>st</sup> December 2011] (“the Scheme End Date”), but at any time prior to the Scheme End Date either the Council or the Participating Organisation may terminate this agreement (and the Participating Organisation’s participation in the Scheme) by giving to the other no less than 1 month’s written notice.
3. In consideration of the Participating Organisation’s entry into this agreement, the Council will, at no cost to the Participating Organisation, include the name of the Participating Organisation (and where appropriate the address of the Premises) in Scheme promotional material produced by it. Such promotions such include some or all of the following: Scheme posters, leaflets and business cards; promotions in “Your Oxford” publication and on the Council’s website (including a hyper-link to the Participating Organisation’s website where appropriate). The Council will provide the Participating Organisation with at least one Scheme sign, which the Participating Organisation agrees to display in a prominent position at the Premises throughout the period of its participation in the Scheme.
4. While it is a participant in the Scheme, the Participating Organisation shall allow members of the public (Oxford residents and visitors) unrestricted and unobstructed access to the toilet facilities located at its address as given above (“the Premises”) during its normal opening hours, or any variation thereto agreed with the Council. No charge will be levied on members of the public for use of the toilet facilities.
5. The Participating Organisation shall maintain its toilet facilities in a clean and hygienic condition at all times, shall ensure that the toilet facilities are provided with an adequate supply of all necessary ancillary products/services (including soap, bins, hand washing and drying facilities, etc), shall comply with all relevant health and safety and other legislation or regulations pertaining to use of the Premises and its toilet facilities, and shall ensure that in all other ways the toilet facilities are safe and satisfactory for use by the general public. To ensure compliance with these requirements, the Participating

Organisation shall ensure that a programme of frequent and regular inspections of its toilet facilities is in operation.

6. While the Participating Organisation agrees that its toilet facilities will be available for use by all members of the public, it reserves the right, in exceptional circumstances, to refuse a member of the public admission to the Premises and/or its toilet facilities in the event that it reasonably believes that it is in its own or in the public's interest to do so.
7. The Participating Organisation agrees to allow the Council (acting through its employees or agents) access to the Premises at any reasonable time to inspect the condition of the toilet facilities. The Participating Organisation acknowledges, however, that the Council is under no obligation whatever to make any such inspection(s), and therefore that the Participating Organisation is solely responsible for ensuring that its toilet facilities meet the Scheme requirements, as set out in this agreement.
8. The Participating Organisation agrees that it is solely responsible for all matters concerning the safety or well being of members of the public who visit the Premises to make use of the toilet facilities under the Scheme, and shall ensure that under no circumstances shall the Council be responsible for any damages, costs or expense that might arise as a result of any claim being made by any member of the public using or attempting to use the toilet facilities at the Premises.
9. On or before the Scheme End Date, the Council may write to the Participating Organisation to seek to renew this agreement for a further period of [12 months]. In such event, this agreement shall continue for the said further period, unless the Participating Organisation writes to the Council to withdraw from the Scheme. Similar renewal provisions will apply on each succeeding end date.
10. Participation in the Scheme is personal to the Participating Organisation, whose rights under this agreement may not be assigned or otherwise transferred to any other person/organisation.
11. On the termination of the Participating Organisation's participation in the Scheme (howsoever caused) the Participating Organisation will immediately cease to display any Scheme signage, and will make no further claim or representation that it is a participant in the Scheme. Following such termination, the Council will remove the name of the Participating Organisation from any list of Scheme participants produced by it .
12. The Council does not warrant that the Scheme will continue up to or after the Scheme End Date. Neither does it warrant that any or any specified number of organisations are or will be participants in the Scheme at any time.

On behalf of the Participating Organisation, I agree to the Terms and Conditions of the Scheme as set out above.

Signed.....

For and on behalf of the Participating Organisation

Name.....

Position.....

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	Hard FM**	NNDR***	Premise Rental	Soft FM****	Utilities*****	Grand Total*****	Suitable for CAT*	Comments
Amesbury The Centre Car Park	£ 3,250	£ -	£ -	£ -	£ 3,500	£ 6,750	Yes	
BOA St Margaret's Street Public	£ 4,500	£ -	£ -	£ -	£ 4,000	£ 8,500	Yes	
BOA Station Car Park	£ 3,900	£ 3,168	£ -	£ -	£ 1,900	£ 8,968	Yes	
Calne The Pippin	£ 1,750	£ 2,544	£ -	£ -	£ 4,500	£ 8,794	Yes	
Castle Combe The Street	£ 1,200	£ 1,020	£ -	£ -	£ 4,000	£ 6,220	Yes	Utility figures may be higher than other at other properties listed because it is a very popular village and therefore likely to have higher footfall than other PCs
Chippenham Bath Road	£ 3,500	£ -	£ -	£ 100	£ 2,600	£ 6,200	Yes	Utility figures may be higher than other at other properties listed because it is located very close to the tourist information centre and therefore is likely to have high footfall
Chippenham Borough Parade	£ 1,300	£ 2,400	£ -	£ -	£ 2,500	£ 6,200	No	
Chippenham Monkton Park	£ 1,200	£ -	£ -	£ -	£ 5,000	£ 6,200	Yes	
Corsham Newlands Road	£ 1,200	£ 1,164	£ -	£ 50	£ 1,500	£ 3,914	Yes	
Cricklade High Street	£ 750	£ 1,140	£ -	£ 25	£ 2,250	£ 4,165	Yes	
Devides Estcourt Street	£ 1,700	£ 1,296	£ -	£ -	£ 4,500	£ 7,496	Yes	
Devides Superloo	£ 3,600	£ -	£ -	£ 800	£ 9,000	£ 13,400	Yes	Utility figures may be higher than other at other properties listed because it is a much larger property and is located in the centre of Devides. It also has an attendant and a boiler because it has gas central heating.
Downton Memorial Gardens	£ 2,500	£ 1,824	£ -	£ -	£ 3,250	£ 7,574	Yes	
Marlborough George Lane Car Park	£ 2,100	This year's	£ -	£ -	£ 8,000	£ 10,100	Yes	Utility figures may be higher than other at other properties listed because it is a very popular village and therefore likely to have higher footfall than other PCs
Melksham Bath Road	£ 2,000	£ 3,408	£ -	£ -	£ 2,500	£ 7,908	Yes	
Melksham Church Street	£ 600	£ -	£ -	£ -	£ 1,500	£ 2,100	Yes	
Melksham Market Place enience	£ 1,600	£ 1,896	£ 1,135	£ -	£ 1,400	£ 6,031	No	Leased in from Melksham Town Council
Salisbury Central Car Park	£ 3,900	£ -	£ -	£ -	£ 6,400	£ 10,300	Yes	
Salisbury Culver Street	£ 2,800	£ -	£ -	£ -	£ 1,250	£ 4,050	Yes	
Salisbury Market Place	£ 11,000	£ 2,400	£ -	£ -	£ 5,750	£ 19,150	Yes	
Salisbury Millstream Approach Coach Stat	£ 5,750	£ -	£ -	£ -	£ 1,100	£ 6,850	Yes	
Warminster Central Car Park	£ 1,700	£ 4,224	£ -	£ -	£ 2,100	£ 8,024	Yes	
Warminster Park	£ 500	£ -	£ -	£ -	£ 2,600	£ 3,100	Yes	
Westbury High St Short Stay Car Park	£ 2,100	£ -	£ -	£ -	£ 2,800	£ 4,900	Yes	
Westbury Warminster Road	£ 1,200	£ -	£ -	£ -	£ 1,250	£ 2,450	Yes	
Wilton Greyhound Lane	£ 2,000	£ 1,320	£ -	£ -	£ 1,000	£ 4,320	Yes	
Wootton Bassett Borough Fields	£ 2,500	£ 2,640	£ -	£ -	£ 1,900	£ 7,040	Yes	

\* subject to further due diligence by either party

\*\* Costs such as physical property maintenance, drain services, fire alarm maintenance and risk assessment, and insurance claims

\*\*\* NNDR is paid on all properties, however, those with no cost may be charged to the larger neighbouring property. For example, where a enience is located in a car park. The figures quoted are those charged in 2015-16. NNDR is increased each year by a multiplier set by central government, which is not yet known

\*\*\*\* Costs such as security, pest control, cleaning materials, grounds maintenance, bottled water, postage, signage, tv licences, waste and refuse collection

\*\*\*\*\* Costs such as electricity, oil (fuel), gas and water (including metered, unmetered and sewerage)

\*\*\*\*\* All costs have been provided as rounded averages based on actual figures from 2012-13, 2013-14 and 2014-15 reported on from SAP. Figures are reliant on costs being correctly coded to SAP.

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**Future service consultation**

**You may be aware of the reduction in the government funding for Wiltshire Council and our need to continue to challenge what we provide and how it should be provided. One of the services under review for 2015/ 16 is the public convenience service. Council's do not have a statutory duty to provide public conveniences. Many town and parish councils already provide the public convenience service in their area. In some areas supermarkets and shops are open to the public to use, often with longer opening hours.**

**This survey seeks to identify the views of stakeholders on the future provision of the public convenience service. Please note that no decisions have been made as we want to hear from all stakeholders with their ideas and whether alternative operating arrangements can be found.**

**1. Are you answering this survey as an individual or as a representative of an organisation or group?**

435 I am answering this survey as a resident  
(96.5%)

6 (1.3%) I am answering this survey as a representative of a local Council

10 (2.2%) I am answering this survey as a representative of a group or organisation

**2. If you are representing a council or group what is its name?**

20 (100.0%)

**We know that public conveniences provide an important facility across a number of areas in Wiltshire. The cost of providing the service, the cleaning, maintenance and repair as well as effects of vandalism and graffiti mean that Wiltshire Council can no longer fund the service. This will mean that certain facilities currently run by Wiltshire Council will be transferred, sold or given to other organisations or groups that may be able to run the facilities themselves. If this is unsuccessful these facilities will close.**

**We are also looking at alternative ways of providing in effect more conveniences in public buildings and in partnership with commercial organisations. A scheme that opens up shops and commercial premises to users can provide a larger number of conveniences with better locations for users. Such schemes have operated successfully in some of our larger towns and cities across the country and are called "Community Toilet Schemes".**

**3. As Wiltshire Council's funding for public convenience service is no longer available, which of the following options do you think would be best? (you can tick up to three options if you think they might work)**

- 124 (27.7%) The Council should use a small budget to encourage local organisations, businesses and shops to open their toilets to the public
- 81 (18.1%) Transfer the control of them to the local community to run as they see fit
- 170 (37.9%) Explore how to make every public building in a local town or village open its toilets for use by the public
- 157 (35.0%) Keep the toilets owned by the Council but transfer the running of them such as the cleaning and maintenance, to any local community group or organisation which is prepared to help
- 213 (47.5%) Keep as many open as possible by allowing private sponsors to run them entirely even if they are used for advertising etc
- 295 (65.8%) Transfer the control of them to the local Parish/Town/City council to run if they are prepared to fund it

**There are 24 public conveniences run by Wiltshire Council across Wiltshire included in this review. These include 2 in Devizes, 2 in Bradford on Avon, 3 in Melksham, 2 in Westbury, 1 in Marlborough, 1 in Corsham, 1 in Castle Combe, 3 in Chippenham, 1 in Calne, 1 in Royal Wootton Bassett, 1 in Cricklade, 1 in Amesbury, 1 in Downton, 1 in Wilton, 2 in Warminster and 1 in Salisbury at the central car park. They are all checked and or cleaned twice a day. All other toilets run by Wiltshire Council which include 5 at the various Park and Ride sites and 3 other locations in Salisbury are not included in this review.**

**4. The Council provides public conveniences across some places in Wiltshire but not all. Others are provided by Town/Parish councils or have previously been transferred to local groups. There are also some in shopping and entertainment complexes while many public buildings have toilets available to the public. Which of the following ideas do you think would help make better use of all these facilities? (please tick your favourite method only)**

- 64 (14.4%) An interactive map and app available to download onto your phone or computer that shows where they all are and the opening times
- 262 (59.0%) Better signage outside all public buildings that toilets are available
- 118 (26.6%) Signs in windows that show whether toilets are available to non customers

**5. If there was a Community Toilet Scheme in Wiltshire where participating businesses display a sticker in the window, so when ever you see this sign it means you are welcome to use these toilet facilities, would you agree or disagree with the following statements?**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
More people would visit our town centres	50 (11.3%)	106 (24.0%)	171 (38.8%)	77 (17.5%)	37 (8.4%)
It would be better than having to rely on the small number of council owned public conveniences	70 (16.0%)	164 (37.5%)	75 (17.2%)	82 (18.8%)	46 (10.5%)
It would be better as vandalism and graffiti would be less likely	75 (17.4%)	176 (40.7%)	99 (22.9%)	55 (12.7%)	27 (6.3%)
Private business facilities tend to be much nicer anyway	69 (16.1%)	152 (35.5%)	126 (29.4%)	61 (14.3%)	20 (4.7%)
Community toilet schemes should be helped by small grants available for local businesses to encourage take up	122 (28.4%)	171 (39.8%)	79 (18.4%)	42 (9.8%)	16 (3.7%)
Community toilet schemes would increase the number of potential customers for those businesses that take part	83 (19.3%)	174 (40.4%)	107 (24.8%)	50 (11.6%)	17 (3.9%)

**6. Finally do you have any ideas about how privately owned or community run conveniences can be made available for public use in Wiltshire?**

193 (100.0%)

**7. If you would like to be involved with a local working group on taking some of these ideas forward please state your name and email address and we will get back to you.**

43 (100.0%)

**Thank you for taking part in this survey. If you need any further information about the survey you can contact Tim Woolford, Local Highways Area Manager South Highways and Transport  
Phone: 01722 438918**

**Email: [Tim.Woolford@wiltshire.gov.uk](mailto:Tim.Woolford@wiltshire.gov.uk)**

**Results will be treated in confidence and will not be open to the public or third parties not connected to the Council.**



## **Response from Wiltshire People 1st to WC Public Consultation**

### **Public Convenience Survey – Easy Read Summary**

Produced by  
Wiltshire People 1st

**December 2015**

## Have Your Say - Consultation on Public Conveniences

Background:

The Council currently pays for all of the toilets that are open to the public, across the county. However, in order to make savings they are looking at services they don't have to provide, like public toilets, where they can cut costs. This was an online survey.

### How did we do this work?



Wiltshire People First made this survey into easy read to find out what our members thought.



People were given support if needed to fill in the questionnaire.

### Summary of Findings



17 people took part in the survey.



All 17 had Learning Difficulties  
5 also had mobility difficulties  
1 visual impairment



**People were asked to prioritise the following Council suggestions (they could tick several answers):**

**Listed below in order of importance or largest response:**





About half of the people said the council should give a small amount of money to encourage local shops and businesses to open their toilets up to anyone who needs to use them



**Parish Council**

Just under half said to transfer them to local Parish, Town and City Councils to run if they will pay for them



A third of the people who answered said that public toilets should remain as Council properties but could be run by the local community - community groups or a group of organisations that are prepared to do this, with some funding from WC.



A very small amount of people said to keep as many open as possible with private sponsors running them. (they will probably charge for this and people did not want this)

**People were asked which of the following would help them to find where the toilets were located:**



Nearly all of the people said that signs in windows to say you can use the toilet in that business, would be helpful. For example in shop windows.




Over half said better signs outside public buildings where you can use the toilet would be helpful.



Very few said an interactive map for your phone or computer would help.

(PWLD are often unable to read/understand screens or do not have smart phones)

**If the community toilet scheme happens where shops, businesses or other public buildings let you use their toilets and they have signs to say you can use them, people were asked to agree or disagree with the following:**

			
	Agree	Disagree	Don't know
Make more people visit our towns?	4	11	1
Be better than the public toilets are now	10	0	2
Be less vandalism and graffiti	17	0	0
The businesses should have some money to help them	13	0	1
Be much nicer toilets	12	1	1
The businesses would get more customers	14	2	0



## Other comments;

Council Must provide Accessible toilets for disabled people

Toilets might be cleaner if looked after locally

New toilets should be built and open at night.

Sometimes there is a long distance between toilets. Some people need toilets close by particularly if they are older

Toilets need to be accessible with no stairs and ramps for wheelchairs

Toilets should have CCTV cameras to avoid graffiti or vandalism and keep safe

Doors should be easier to lock and unlock

Better signposting needed

More toilets should be available

Toilets should be well looked after with loo roll cleaned regularly.

This response to the Council survey was written by Wiltshire People 1<sup>st</sup> after consulting with its members.

**If you have any questions about this report or need it in other formats please contact [admin@wiltshirepeople1st.org.uk](mailto:admin@wiltshirepeople1st.org.uk) or Telephone: 01380 879100**



# Wiltshire Council Equality Impact Analysis Record Form 2015

## TRANSFER OR CLOSURE OF PUBLIC CONVENIENCES

When reviewing, planning or providing services Wiltshire Council needs to assess the impacts on people.

We must show we have given due regard to the General Equality Duties in relation to our policies, strategies, services and functions as set out in Section 149 of the Equality Act 2010:

The three aims we **must** have due regard for:

- Eliminate discrimination, harassment, victimisation
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

Service Area: Highway and Transport

Title of policy/ practice/ service of function Transfer of Public Conveniences To Town and Parish Councils Where Possible or Permanent Closure of Public Conveniences

### **Section 1 Why are you completing the Impact Assessment?**

Change to policy

#### **Section 1.1 : Information about the new policy or change to the policy (explain the proposal and reason for the change)**

In response to continuing reductions in funding from Government the Council is reviewing its provision of public conveniences across the county, with the proposal to transfer to parish and town councils where possible if not possible closure.

The Council owns and maintains 27 public toilet blocks across the county. The toilets are cleaned and maintained under contract by Balfour Beatty Living Places. The operation and maintenance of public conveniences in Wiltshire costs £120,000 approx per annum. This includes the costs of cleaning, together with general maintenance and small supplies.

Under the Public Health Act 1984, WSC is under no statutory obligation to provide public conveniences

Those public conveniences proposed for transfer, and if this is not possible closure, are located at:

	<b>Location</b>	<b>Town</b>
1	West Central Car Park	Devizes
2	The Green	Devizes
3	Station Car Park	Bradford on Avon
4	St Margarets Car Park	Bradford on Avon
5	Church Street	Melksham
6	Town Centre	Melksham
7	Bath Road	Melksham
8	Warminster Road	Westbury
9	High Street Car Park	Westbury
10	George Lane Car Park	Marlborough
11	Newlands Road	Corsham
12	The Street	Castle Combe
13	Monkton Park	Chippenham
14	Bath Road	Chippenham
15	Borough Parade	Chippenham
16	The Pippin	Calne
17	Boroughfields	Royal Wootton Bassett
18	High Street	Cricklade
19	Salisbury Street	Amesbury
20	Coach Station & Car Park	Salisbury
21	Central Car Park	Salisbury
22	Market Place	Salisbury
23	Culver Street Car Park	Salisbury
24	The Borough	Downton
25	Market Place	Wilton
26	Central Car Park	Warminster
27	Lakeside Park	Warminster

At the meeting of Council on the 24<sup>th</sup> February 2015 it was proposed that the nominated toilets would be offered to the town and parish councils, where possible and this option be consulted on.

This proposal will now be subject to a wider public consultation to fully understand the impact of the proposed transfer or closure on communities.

In order to find out the public's views on potential toilet transfer a consultation exercise will run from 1<sup>st</sup> April to 31<sup>st</sup> May 2015.

#### **Discussions with Town and Parish Councils**

Discussions will be on-going with Town and Parish Councils about the transfer of public conveniences to their ownership.

The relevant Parish and Town Councils were written to concerning the proposal to transfer the conveniences.

Results from the consultation exercise will be sent to Parish and Town Councils.

## **Section 2: What evidence has been used in the assessment?**

**(List the consultation/engagement undertaken and data or intelligence you have gathered.)**

### **Public consultation on potential permanent closures.**

Public consultation will be carried out between the 1<sup>st</sup> April and 31<sup>st</sup> May.

Online survey forms will be made available and in addition comments will be invited by letter and email. Notices will be posted in all locations where toilets are proposed for possible transfer/ closure.

The questionnaire will invite respondent's comments on the proposed transfers and ask for their comments on alternatives to transfer/ closing of the toilets.

## **Section 3: What are the community impacts of your proposal?**

1. Transfer of the public conveniences will have no effect on stakeholders.
2. Closure of public toilets may have:
  - a. A restrictive effect upon the willingness of certain groups to access public spaces, socialise and shop. This in turn can lead to isolation and negatively impact upon a person's well being. Disabled people, older people, mothers and fathers of young children and carers and people with chronic health problems all need easy access to toilet facilities.
  - b. Lack of toilet facilities at the right time and right place contributes to dirty streets that are unsanitary, unpleasant and can spread infection. Public toilets in places like parks help to encourage people who may need regular toilet access to take exercise and stay physically active.
  - c. Public toilet provision is an important issue for areas relying on tourism income, or seeking to develop their profile as a visitor destination. Tourists choose their destinations based on previous experience, looking up feedback on the internet and knowledge of local facilities. Meeting visitor needs is vital to secure repeat trade and build a sustainable economy.

### **3.1. Equality Impact Assessment**

**With reference to the analysis above, for each of the 'protected characteristics' below please record your conclusions with evidence around equality impact in relation to the savings proposal/service change.**

***Protected Group Findings – Highlight potential negative impact or missed opportunities for promoting equality***

If not possible to transfer and closure occurs:

Age (includes all age groups)

**Older People (60+) –**

Are more likely to suffer from incontinence problems and other health related issues that require them to use the toilet more frequently. Lack of toilet facilities will result in older people staying at home.

**Children –**

Young children are less likely to be able to wait to use the toilet and mothers with babies may need baby changing facilities.

**Disability** (includes mental health, physical & sensory)

Some of the toilet locations identified for closure include disabled access.

Those with mobility problems may find it harder to get to alternative facilities.

People with illnesses such as Colitis, Crohn's Disease, IBD,

Prostate Cancer could be disadvantaged as these illnesses require frequent trips to the toilet.

Lack of toilet facilities prevent disabled people from taking part in everyday activities and going out.

**Gender (Sex)**

None identified

**Gender reassignment**

None identified

**Marriage and civil partnership (discrimination)**

None identified

**Pregnancy and maternity**

Pregnant women are more likely to need the toilet more frequently and will be disadvantaged if there are a lack of facilities.

**Race** (includes ethnic origins, colour and nationality)

None identified

**Religion and belief including non-belief**

None identified

**Sexual orientation** (includes heterosexual, gay, bisexual)

None identified

**Non-statutory Socio-economic** (low income individuals & families)

None identified

**Rural Isolation**

None identified

**Other** (Are there other groups other than those already considered e.g. carers, staff)

Carers who look after older people and young people may be disadvantaged. See sections on disability and age.



### 3.2: What is the cumulative equality impact of your proposal?

You may have identified an impact on the lives of a group as a result of your individual savings proposal. However, taken together with other savings changes the cumulative impact of these decisions may be considerable and the combined impact may not be apparent where decisions are taken in isolation.

None identified

### Section 4: ACTION PLAN

Please completed where all negative impacts have been identified, and the steps that could be taken to mitigate this impact or to promote improved equality of opportunity or good relations.

Identified Issue/Negative Impact	Action needed to mitigate impact	Who is responsible	Expected outcomes from carrying out action	By When
Reduced toilet facilities in selected locations within the county.	Continue to discuss with Parish Councils and Town Councils and other organisations concerning the transfer of facilities to avoid the necessity for closure	<b>Tim Woolford</b>	Closure of facilities are kept to a minimum	On going
	Undertake full analyse of results of consultation when this closes on the 31 <sup>st</sup> May.	<b>Tim Woolford</b>	Understand the other options for provision or impacts of toilet closures are known and understood by the Council	<b>30<sup>th</sup> June 2015</b>
	Circulate consultation analyse to Parish and Town Councils to assist them with there discussions	<b>Tim Woolford</b>	Parish and Town Councils are able to make full use of the responses from the public consultation in their own decision making processes	<b>31<sup>st</sup> July 2015</b>
	Transfer/ Close	<b>Tim Woolford</b>		<b>31<sup>st</sup> March 2016</b>

**Section 7. Monitoring and review/ mainstreaming into service plans**

**Please indicate whether any of your actions have been added to service or work plans and your arrangements for monitoring and reviewing progress/ future impact?**

Actions will be entered into relevant officers work plans.

**Section 8: Publishing the completed assessment**

**How will the assessment, consultation & outcomes be published and communicated.**

The assessment will be published on the Council's website

**Section 9: Sign Off**

Completed by: Adrian Hampton

Date: 26<sup>th</sup> February 2015

Reviewed by: Tim Woolford

Date: 20<sup>th</sup> January 2016

**Wiltshire Council**

**Cabinet**

**Date of meeting** 15<sup>th</sup> March 2016

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**Subject:** Wiltshire Council CSE Action Plan update

**Cabinet member:** Councillor Laura Mayes – Children’s Services

**Key Decision:** No

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## **Executive Summary**

Wiltshire’s approach to tackling Child Sexual Exploitation (CSE) has been focussed on three key themes which are set out in the Wiltshire Safeguarding Children Board (WSCB) and Swindon Local Safeguarding Children Board (LSCB) Child Sexual Exploitation Strategy: Prevent, Protect and Pursue. The WSCB is responsible for co-ordinating an effective multi-agency response to child sexual exploitation across all partners, including the Council, the Police and Health Commissioners and organisations.

This report sets out the progress being made since the Council’s CSE Action Plan was presented to Cabinet on 19 May 2015, and the impact of the CSE Action Plan in reference to the key themes of the strategy.

## **Proposal**

- That Cabinet note the progress made against the CSE action plan since May 2015

## **Reason for Proposal**

- Wiltshire Council has a zero tolerance approach to CSE and treats CSE as a high priority.
- It is important the Council maintains oversight of progress in relation to the implementation of the CSE action plan.

**Carolyn Godfrey**  
**Corporate Director, Children’s Services**

## **Wiltshire Council**

### **Cabinet**

**Date of meeting** 15<sup>th</sup> March 2016

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**Subject:** Wiltshire council CSE Action Plan update

**Cabinet member:** Councillor Laura Mayes – Children’s Services

**Key Decision:** No

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### **Purpose of Report**

1. To provide Cabinet with a review of the Council’s CSE Action Plan, as agreed in May 2015.

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

2. The Wiltshire Council response to child sexual exploitation links to the Council’s business plan 2013 to 2017, and the key priority; ‘To protect those who are most vulnerable’.

2.1 Provide opportunities for every child and young person to improve their attainment and skills so they can achieve their full potential

2.2 Continue to improve our safeguarding services to protect the most vulnerable in our Communities

3. The objectives are stated in Outcome 6 of the Council’s Business Plan; to reduce levels of crime and to reduce the number of families with complex needs by ensuring prevention of abuse and protection of vulnerable children and young people

### **Main considerations for the Council**

4. In March 2015, the government announced that the sexual abuse of children should be seen as a National Threat, requiring the police to prioritise Vulnerable Victims, High risk offenders and crime related to drugs. These priorities feature in the sexual exploitation of children. Failure to take comprehensive action to tackle CSE will leave children and young people at risk. Monitoring of the plan’s implementation needs to be at the most senior level to ensure that actions are effective in protecting and supporting children.

### **Background**

5. Child Sexual Exploitation (CSE) is child abuse and it is a crime. It involves children and young people being forced or manipulated into sexual activity (this can be physical and/or virtual abuse) in exchange for something. This

may be money, alcohol, drugs, gifts or accommodation – or less tangible goods such as affection or status.

6. CSE can occur through the use of technology without the child immediately realising that they are being groomed.
7. CSE is not new. However, a number of recent high-profile cases have focused the attention of the Government, the media and agencies involved in the safeguarding of children on CSE, and the need to do more to protect children and young people at risk.
8. Wiltshire Council's Child Sexual Exploitation (CSE) Action Plan was presented to Cabinet on 19th May 2015.
9. In the course of the presentation, the issues discussed included:
  - 9.1. that the plan sets out the responsibilities for different teams within the Council and with partners;
  - 9.2. how the lessons of CSE in other communities can be learnt;
  - 9.3. that Taxi Drivers will, when renewing their license, undertake CSE training;
  - 9.4. that a Scrutiny Task Group, the Executive and CLT will maintain an overview of the plan;
  - 9.5. that the plan should ensure a focus on measurable outcomes (see Appendix 1);
  - 9.6. that a review be reported in six months.

### **Key actions since Cabinet approval**

10. Wiltshire Council's Child Sexual Exploitation (CSE) Action Plan 'sets out the responsibilities of key teams within the council'
  - 10.1. Services, teams and individuals are identified in the CSE Action Plan from across the Council.
  - 10.2. Named responsible officers are assigned to the Action Plan's key deliverables
11. 'Lessons of CSE' from other communities.
  - 11.1. The CSE & Missing Children Service Manager has undertaken field research, visiting and observing other specialist CSE teams and has attended a number of key national events organised by the Local Government Association (LGA), Ofsted and the CSE National Working Group (NWG) where learning and best practice from other Local Authorities is disseminated.
  - 11.2. Wiltshire is a partner to the West of England CSE Victim Support Project consisting of 6 neighbouring Local Authorities. The project seeks to support Councils to improve outcomes for victims of CSE regionally by identifying and sharing good practice, and promoting effective local authority (and Police) cross border working practices.

- 11.3. In Wiltshire and Swindon the respective Council Service Managers are working closely to align policy and practice wherever possible. Other resources and practice are routinely shared across Wiltshire and Swindon by the respective managers who meet on a regular basis.
12. 'That Taxi Drivers will, when renewing their license, undertake CSE training';
- 12.1 To date, 211 taxi drivers had taken and passed the training by December 2015. The remainder are expected to complete by April 2016. After this drivers will be asked to complete the training every three years as part of their license renewal process.
13. 'That a Scrutiny Task Group, the Executive and CLT maintain an overview of the plan';
- 13.1. The CSE Scrutiny Task Group attended a briefing and training session on 7 April 2015 and held its scoping meeting on 23 April where a work programme was agreed for the task group.
- 13.2. At its July meeting the Task Group considered the impact of the Chelsea's Choice play and the work undertaken by the Corporate Parenting Panel on CSE.
- 13.3. The CSE Task Group has made a number of recommendations regarding the CSE action plan. These were included in an interim report to the Children's Select Committee on 16th February 2016 (attached at appendix 1).

### **Delivery and impacts of the CSE Action Plan in reference to the 3 themes of the strategy**

#### **14. Prevent (the abuse from happening)**

- 14.1. Throughout 2015 the majority of Area Boards meetings received briefings about CSE and these will continue in 2016 to ensure community awareness of CSE. The expectation is that all Area Boards will participate in this.
- 14.2. CSE Presentations and Missing Children briefings have been delivered to a number of professional groups including all Multi Agency Forums (MAFS), Secondary and Primary Schools including those catering for children with SEND. These events include guidance and the practical application of a CSE Screening Tool and how to undertake Return Interviews to ensure the voice of children reported missing is heard.
- 14.3. In addition to multi-agency CSE training offered by WSCB, single agency CSE awareness training has been delivered to a number of schools, the SEND service, Army Welfare Service and 20 County Councillors (in September 2015).

- 14.4. During May 2015 a theatre production; 'Chelsea's Choice' was performed 45 times in Wiltshire schools and some community events. Where schools had not initially taken up the offer there was direct discussion with the school involved. The play is an innovative and powerful production which shows how young people, boys and girls, are groomed by adults for the purposes of sexual exploitation. The play was universally well received and discussions are underway to secure funding for a further tour of Chelsea's Choice autumn 2016. Evidence from schools indicates that the play has undoubtedly raised awareness amongst young people.
  - 14.5. During 2015 the council contributed to local media news stories covered by press and radio, including a newspaper item, published on 13 September 2015, covering the sentence to prison of an abuser, which demonstrated to the public effective multiagency working to tackle CSE.
  - 14.6. Other Wiltshire community events building on the impetus of the Wiltshire Assembly in December 2014 continued in 2015 such as with local support to the CSE National Awareness day in March 2015. The 2016 Awareness Day is arranged for 18 March and will be supported by the Council and the Police.
15. **Protect** (young people who are victims or at risk of sexual exploitation)
- 15.1. During 2015 the recruitment of specialist CSE team (known as Emerald Team) within children's services has been completed. Emerald Team has been operational from October 2015 working directly with victims of CSE and in an advisory capacity to support professionals working with children At Risk of CSE.
  - 15.2. Emerald Team comprises of three specialist CSE workers (two are qualified Social Workers), a Missing Children Coordinator and Business Support Officer managed by a Service Manager. The team was formed following analysis of best practice nationally.
  - 15.3. As part of a 12 month project, Oxford Health CAMHS will be providing a Mental Health Practitioner to work across the Looked After Children (LAC) Health Team and the Emerald Team to provide consultation, liaison, joint assessment and intervention where appropriate to children in care and those who have been sexually exploited/abused. A focus of the role will be to upskill staff who are working with these children and young people.
  - 15.4. The Emerald Team is co-located with Police CSE Officers, a Police Missing Person Coordinator and CSE Coordinator in the Multi Agency Safeguarding Hub (MASH). The team has adopted the Wiltshire and Swindon Police Operation Gemstone brand under which the Emerald Team and Opal Team (covering Swindon) sits.
  - 15.5. CSE guidance and tools for professionals have been trialled, evaluated and developed. These are now widely used.

- 15.6. Given the particular vulnerabilities of Children Looked After by Wiltshire Council all such children (263) aged 10 – 17 years have been screened using the CSE tool.
- 15.7. As there is a strong correlation of children who go missing and concerns for CSE, the Emerald Team has included, since May 2015, a dedicated Missing Children Coordinator. As recommended by Ofsted in their June 2015 inspection of Operational Children's Services the Missing Children Coordinator ensures that all children who go missing from care and home are offered a return interview, and that information gathered during these interviews is collated and analysed to identify patterns and trends to ensure children receive the support they need and further missing episodes reduce and stop.
- 15.8. Practice to respond to children who go missing is now well embedded as business as usual. Information from return interviews is used to safeguard individual children and the information is aggregated to inform responses to patterns and trends. Information is collated and analysed in Quarterly Missing Reports submitted to the WSCB, Wiltshire Risk Management Group and the Corporate Parenting Panel. The impact of this is evident in the number of LAC from other LAs placed in Wiltshire reported missing reduced from 35% (33 children) in Q2 to 14% (21 children) in Q3 of all missing children.
- 15.9. The Emerald Team is currently working with 54 children where CSE concerns have been evidenced using the CSE Screening Tool. Children and young people are increasingly confident in sharing information with professionals in the knowledge that action will be taken.

#### 16. **Pursue** (Perpetrator prosecution and disruption)

- 16.1. Currently nine male perpetrators are being disrupted with the following tactics:
- 5 arrested and on Police Conditional Bail. These arrests have been as a direct consequence of victims being protected and given the confidence by the Emerald Team to disclose the abuse
  - A Civil Injunction was successfully gained by Wiltshire Council and breaching of the injunction led to the perpetrator being imprisoned.
  - 2 perpetrators have Civil Injunctions gained by housing associations forbidding them having contact with children
  - One perpetrator has a Sexual Risk Order
  - All 9 perpetrators have Child Abduction Warning Notices served against them which makes them arrestable if found with children
- 16.2. In June 2015 Ofsted carried out an unannounced inspection of Children's services in June 2015. The overall judgement was that the service requires improvement to be good. The inspection report made two recommendations relevant to CSE:



- 16.3. 'Monitor and evaluate the use of the child sexual exploitation screening tool to ensure that risks that children and young people may be exposed to are appropriately identified and responded to'. The screening tool and practitioners handbook has been revised and relevant staff in the Council, schools and other agencies trained in its use.
- 16.4. 'Ensure that all children who go missing from care and home are offered a return interview, and that information gathered during these interviews is collated and analysed to identify patterns and trends to ensure children receive the support they need and further missing episodes reduce and stop'. Sections 14.7 and 14.8 above outline the Council's response.

### **Summary of impact of CSE Work**

17. The areas of work set out above are already evidencing impact, for example, the rate of return home interviews is significantly improving. Social Workers are reporting that they are integrating CSE within their practice, and supervision for social workers includes consideration of CSE. Nine perpetrators are being pursued which has made victims of CSE feel safe to disclose the abuse. However, the Council cannot be complacent and CSE needs to remain a key safeguarding focus.

### **Future monitoring of CSE in Wiltshire**

18. The WSCB and CSE Strategy Group continue to ensure CSE remains a priority in Wiltshire. They will continue to monitor plans to ensure continued identification of CSE, early identification of risk so there is a reduction in the number of incidents of CSE, support is provided and there is disruption of activity and effective prosecution. Any changes in patterns of CSE or referrals of abuse which could be related to CSE will continue to be addressed by the safeguarding services and will be reported to WSCB. The role of scrutiny (as highlighted below) is also critical.

### **Further development in the next 6 months**

19. All contracts for taxis and bus services are procured by the Passenger Transport Unit who is reviewing their contract documents to add in a condition to include the need to successfully undertake the training.
20. WSCB CSE Sub Group is planning local events to coincide with National CSE Awareness day on 18 March 2016.
21. Further awareness-raising with the council's Housing Service and Housing Partners.
22. Securing funding to commission Chelsea's Choice for a second year.
23. Case audits to identify to impact of the revised CSE screening tool and the impact of systems and practice to safeguard children who go missing

### **Overview & Scrutiny engagement**

24. A scrutiny task group was formed in April 2015 to look at the CSE action plan.

24.1. Membership:  
Jacqui Lay (Chairman)  
David Jenkins  
Mary Champion  
Pat Aves  
Sarah Busby  
Ken Brough

24.2. **Terms of Reference:**

- To scrutinise Wiltshire Council's programme to prevent and tackle CSE in Wiltshire as set out in the council's CSE Action Plan, with an initial focus on the 'Prevent' strand of the CSE action plan's 'Prevent, Protect, Pursue' themes;
- To monitor the implementation of Wiltshire Council's CSE Action Plan taking into consideration national priorities and actions;
- To scrutinise how, and monitor how well, Wiltshire Council is raising awareness of CSE across Wiltshire;
- To scrutinise the quality, range, suitability and availability of training in CSE delivered by the council.
- To monitor the efficiency of the training including the take up of the training and measurable outcomes;
- To scrutinise and monitor the understanding and clarity of the roles and responsibilities of services and members across the council, as well as council partners, in preventing and tackling CSE in Wiltshire.
- To scrutinise and monitor the council's engagement of young people and schools (both primary and secondary) in preventing and tackling CSE in Wiltshire as set out in the council's Action Plan.

**24.3.** The CSE Task Group met on 5<sup>th</sup> November 2015 and has made a number of recommendations regarding the CSE action plan. These were included in an interim report to the Children's Select Committee on 16<sup>th</sup> February 2016 (see appendix 2).

24.4. Scrutiny is critical in respect of the actions of the Council related to CSE. Learning from the Louise Casey February 2015 review of Rotherham highlighted the lack of effective scrutiny as a key weakness in safeguarding children and young people. An organisational culture where individuals feel able to raise concerns was also highlighted in this review as fundamental to effective governance and safeguarding practice.

### **Safeguarding implications**

25. Failure to take comprehensive action to tackle CSE will leave children and young people at risk. Monitoring of the plan's implementation needs to be at the most senior level to ensure that actions are effective in protecting and supporting children.

## **Public Health Implications**

26. The impact of child sexual exploitation can be devastating, often proving detrimental to victims' physical, psychological and emotional wellbeing. The signs are often hard to identify and vary from children going missing from their homes or care placements, to experiencing mental health problems, sexually transmitted infections, pregnancy, terminations, misuse of drugs or alcohol, physical injuries and coming into contact with the police. In spite of disconnecting with many other potential support networks, many continue to use health services and schools although attendance levels may have changed.
27. Public Health is concerned with improving the health and wellbeing, including welfare of their local population and has a responsibility to tackle child sexual exploitation. Through commissioning of services which accurately reflect need, public health commissioners can provide services which are accessible, high quality and evidence-based. Ensuring services are delivered through staff that are well informed and can contribute to the prevention and identification of child sexual exploitation. Furthermore, they are able to provide a range of interventions and including signposting to specialist services who can provide longer term support and rehabilitation.

## **Procurement implications**

28. There may be further procurement of training to deliver the strategy, which will be managed through normal procurement practices and governance arrangements.

## **Equalities impact of the Proposal** (detailing conclusions identified from Equality Analysis, sections 4 and 5)

29. Young people from the LGB&T community may need additional support – we have already given consideration to how they will be reached specifically. Consideration has also been given to how we can inform children with disabilities about this area of work as this group is particularly vulnerable.
30. Race & Religion specific – we know that in some areas, (e.g. Rotherham), race has been a factor in CSE. However, overall it is accepted that CSE may affect people of any race or religion. The problem profiling actions in the plan should identify whether race and religion are a factor in CSE in Wiltshire.

## **Environmental and Climate Change Considerations**

31. There are no implications of the action plan on Environment and Climate Change

## **Risk Assessment**

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

32. Without a council wide action plan. on CSE that is sufficiently monitored, activity is more likely to be done in isolation, would be uncoordinated, may

involve duplication of effort and may result in gaps in provision – putting children at risk. Corporate ownership would also be compromised.

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

- 33. Actions to raise awareness in schools, such as the “Chelsea’s Choice” theatre production may give rise to young people making disclosures of CSE. Steps are being taken to ensure that appropriate professionals are available to speak to at the venues. This is being done in coordination with schools.
- 34. There is a potential risk that the high profile of CSE may take attention away from other safeguarding issues. The WSCB has a sub group dedicated to CSE, but its wider strategic remit ensures that other forms of abuse and risks to children and young people remain priorities. Likewise, the Council has created a new specialist CSE team, but this sits within a structure where there is a strategic overview of all safeguarding issues.

**Financial Implications**

- 35. The majority of the plan is to be delivered within existing resources and the work is taking place across a number of different service areas.
- 36. Item 9.1 within the plan, Chelsea’s Choice Theatre Production has previously been funded through the Council’s Public Health grant and there is commitment to support any further community performances. Funding is also being discussed with secondary schools.
- 37. The CSE team has now been appointed and comprises; CSE service manager, adolescent support worker (0.5fte) two social work posts, missing persons co-ordinator and business support post. The cost has been identified as £0.238 million in the first year, broken down as follows:

	<b>15/16 Budget £m</b>	<b>15/16 Projected Expenditure £m</b>	<b>15/16 Projected Variance £m</b>
Staffing Costs including Travel	0.233	0.183	(0.050)
Specialist Training & Resources	0.005	0.005	-
Gross Expenditure	0.238	0.188	(0.050)
Home Office Innovation Fund	(0.090)	(0.090)	-
<b>Net Local Authority Budget</b>	<b>0.148</b>	<b>0.098</b>	<b>(0.050)</b>

- 38. The CSE team comprises staff which are funded in part by base budget diverted from elsewhere within Childrens Services and in part by a two year home Office Innovation Fund. The posts have all now been appointed to however there were vacancies earlier in the year which have led to the projected underspend above.

39. In the third year, this external funding will cease and we would initially look to apply for alternative external funding. If this was not available, we would need to look at service efficiencies or, reprioritise local authority base budget.

	<b>Year 1 (2015/16)</b>	<b>Year 2 (2016/17)</b>	<b>Year 3 (2016/17)</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Estimate of CSE Team Costs	0.238	0.240	0.243
Local Authority Budget (estimated in future years)	0.148	0.150	0.153
Home Office Innovation Funding	0.090	0.090	
Alternative Plans (efficiencies, external funding, re-prioritise budget)			0.090

### **Legal Implications**

40. The Council has various legal obligations for the protection of children, both generally and specifically in relation to CSE. The actions and proposals set out in this report will help the Council meet those obligations

### **Options Considered**

41. Do nothing – without a council wide action plan on CSE that is sufficiently monitored, activity is more likely to be done in isolation, would be uncoordinated, may involve duplication of effort and may result in gaps in provision – putting young people at risk.

### **Conclusions**

42. The CSE action plan needs to continue to be updated and monitored at a senior level.

### **\*Proposal**

43. That Cabinet note the progress made against the CSE action plan since May 2015

### **\*Reason for Proposal**

44. Wiltshire Council has a zero tolerance approach to CSE and treats CSE as a high priority.

It is important the Council maintains oversight of progress in relation to the implementation of the CSE action plan.

**Carolyn Godfrey**  
**Corporate Director, Children's services**

Report Author:

Emily Higson, Corporate Support Manager

15<sup>th</sup> March 2016

### **Background Papers**

None

### **Appendices**

1. CSE Action Plan version 1.16
  2. CSE Task Group Interim Report
-

	Theme	Action	Lead	Date	Outcome	Success measure	Prevent / Protect / Pursue	Update 2080915
1.1	Communications	Wiltshire Assembly focus on CSE - signing of pledge cards	Stephanie Pinder	02/12/2014	Increased awareness of risk/exploitative behaviour amongst community CSE prevented and identified. Children protected	Number of pledges made Awareness raising leads to increased referrals and appropriate action being taken	Protect	The assembly took place December 2014 the drive this provided yielded positive number of pledges and on line training logins. This action has been completed. However another awareness raising event would be beneficial to promote awareness of CSE
1.2	Communications	Staff forums - use the staff forums to raise awareness of staff and encourage to sign the pledge cards	Comms team	Dec-14	Increased awareness of risk/exploitative behaviour amongst public agencies	Number of staff completing the online training and making a pledge Increased referrals relating to CSE from CYP, parents and agencies and appropriate action taken	Prevent	Completed
1.5	Communications	BBC Radio Wiltshire to work with young people	Tim Edmonds	Mar-15	Increased awareness of risk/exploitative behaviour amongst CYP	Interviews with young people complete Increased referrals relating to CSE from CYP, parents and agencies and appropriate action taken	Prevent	Completed
1.6	Communications	Article in Wiltshire Times to highlight CSE and Wiltshire's zero tolerance approach	Tim Edmonds	Mar-15	Increased awareness of risk/exploitative behaviour amongst community  Increased parental awareness of the risk of CSE and what they can do to protect their children	Article published - reaches residents across Wiltshire Increased referrals relating to CSE from CYP, parents and agencies and appropriate action taken	Prevent	Completed
1.7	Communications	Create a section on Wiltshire Council's website dedicated to CSE	Natalie Luckham	2015	Increased awareness of risk/exploitative behaviour amongst community Increased referrals relating to CSE from CYP, parents and agencies Increased parental awareness of the risk of CSE and what they can do to protect their children	Number of hits on section of website	Prevent	Completed
1.8	Communications	Barnardos raising awareness leaflet for parents 'Stop the signs' on Wiltshire council website	Natalie Luckham	Mar-15	Increased awareness of risk/exploitative behaviour amongst community Increased referrals relating to CSE from CYP, parents and agencies Increased parental awareness of the risk of CSE and what they can do to protect their children	Leaflet uploaded	Prevent	Completed
1.9	Communications	Use National CSE Awareness Day to maintain awareness locally	Tim Edmonds	18/03/2015	Increased awareness of risk/exploitative behaviour amongst community  Increased parental awareness of the risk of CSE and what they can do to protect their children	Number of people (staff and residents) making a pledge Increased referrals relating to CSE from CYP, parents and agencies	Prevent	Completed. WSCB CSE Sub Group is planning local events to co-incide with National Awareness day on 18 March 2016
1.10	Communications	Provide both private (Wiltshire and Swindon Partnership) and Council-commissioned leisure groups with awareness-raising materials: Allegations against adults flow chart, what to do if.. Flow chart, CSE posters and leaflets	Julie Upson	30/06/2015	Increased awareness of risk/exploitative behaviour and action to take when risks identified	Material supplied to leisure groups Increased referrals relating to CSE and action taken to protect children	Prevent	Completed
1.11	Communications	Provide faith groups with awareness-raising materials: Allegations against adults flow chart, what to do if.. Flow chart, CSE posters and leaflets, with the support of SACRE	Julie Upson	30/06/2015	Increased awareness of risk/exploitative behaviour and action to take when risks identified	Material supplied to faith groups Increased referrals relating to CSE and action taken to protect children	Prevent	Completed
2.1	Training	Evaluate the impact of online training and team briefings	Blair Keltie	Mar-15	We have an understanding of the effectiveness of training given and can continually improve based on evidence	Feedback from L&D on impact of training Increase in referrals	Prevent	CSE Screening tool has been revised and simplified to promote use and provide reliable evidence to support referrals. Awaiting final sign off and publication of revised guidance by WSCB. This should be completed November 2015. On Track Update 100216. CSE Screen signed off and available on WSCB Website with guidance handbook and manager's powerpoint briefing
2.2	Training	Online training included in council L&D package	Tony Griffin	Apr-15	Increased awareness of risk/exploitative behaviour amongst council staff	Number of staff accessing the training through L&D An increase in the number of children identified as vulnerable to or at risk of CSE	Prevent	On track
3.1	Licensing	Design and develop online training program for taxi drivers	Tracy Carter	01/04/2016	Increased intelligence relating to CSE leading to disruption	Training program developed and ready to roll out An increase in the number of children identified as vulnerable to or at risk of CSE	Prevent	211 Drivers taken and passed the training September to December 2015. Expected to complete April 2016. The training was tested on several drivers in office conditions initially. Since the beginning of September, we have started to roll out the safeguarding e-learning package [via the GROW system] to drivers licensed by Wiltshire Council. The training can be completed by each driver from their own home if they have access to the internet. If they do not have access to the internet or a computer, they can use the computers at their local library. Drivers can attempt the training as many times as required and we receive a report detailing the drivers pass rate, which has to be 70% or higher and this is recorded on the licensing system.
3.2	Licensing	Make CSE training compulsory for all drivers and taxi firms before licence is granted	Tracy Carter	Apr-16	Increased intelligence relating to CSE leading to disruption Increased awareness of risk/exploitative behaviour amongst licensed trade	The training will be e-learning and will involve a registration process, so we can monitor who has registered and what stage they are at	Prevent	Once 3.1 is completed 3.2 will become part of the normal process for licence renewals. The conditions of the licence are in the process of being amended to include the requirement for passing the training so new applicants will achieve this from the time of their initial application.

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3.3	Licensing	Taxi firms wanting to have a council contract will need to have taken the training.	Tracy Carter	Sep-15	Increased intelligence relating to CSE leading to disruption Increased awareness of risk/exploitative behaviour amongst licensed trade	Initially 80% of taxi drivers who already have a contract will need to undertake training.	Prevent	All contracts for taxis and bus services are procured by the Passenger Transport Unit who are reviewing their contract documents to add in a condition to include the need to successfully undertake the training. The plan set out above in 3.1 includes all drivers currently delivering services under contract to the council so they should all have taken the training by the end of May 2016.	
3.4	Licensing	Consider introducing a five star quality rating for drivers and operators which would include an assessment of various levels of training.	Tracy Carter	Oct-15	Increased intelligence relating to CSE leading to disruption Increased awareness of risk/exploitative behaviour amongst licensed trade	Number of taxi drivers taking enhanced training to improve their star rating. An increase in the number of children identified as vulnerable to or at risk of CSE	Prevent	This will be further pursued once the initial roll out of training has been completed - the deadline for this action needs to be revised in line with the expected completion date of the training (April 2016)	
3.5	Licensing	Make CSE training compulsory for fast food outlets before licence to operate is granted	Joanne McClay	Sep-15	Increased intelligence relating to CSE leading to disruption Increased awareness of risk/exploitative behaviour amongst licensed trade	Number of outlets taking the training	Prevent	Action being taken to progress with anticipated start date of September. Deadline to be revised in line with September start.	
4.1	Streetscene	Provide CSE training to all refuse operatives, parking attendants and community wardens	Tracy Carter	Oct-15	Increased intelligence relating to CSE leading to disruption Increased awareness of risk/exploitative behaviour amongst refuse operatives, parking attendants and community wardens	Percentage of staff completing the online training	Prevent	To follow training of taxi drivers once successfully rolled out. Deadline to be revised in line with completion of taxi driver training (April 2016)	
5.1	Public health	Complete sexual health screening programme in schools	Tracy Daszkiewicz	Rolling programme	Better understanding of positive sexual health behaviours	Programme for 2014-15 complete An increase in the number of CSE screenings undertaken An increase in the number of children identified as vulnerable to or at risk of CSE	Protect	This is an ongoing programme being carried out by Public Health teams. This programme continues with good links between the Public Health Based 'No Worries' team and the school Nursing service, enabling all young people who come through the No Worries service to have a sexual health risk assessment undertaken to identify additional vulnerabilities.	On Track
5.2	Public health	Utilise the CSE Profile to target resouces where needed	Tracy Daszkiewicz	Sep-15	Optimal use of resources to protect children	Problem profiling complete An increase in the number of children identified as vulnerable to or at risk of CSE	Pursue	Completed. Profile will be completed for 2016	
5.3	Public health	Pharmacists trained in CSE awareness	Tracy Daszkiewicz	Jan-15	Increased awareness of risk/exploitative behaviour amongst pharmacists	Number of pharmacists having completed training An increase in the number of children identified as vulnerable to or at risk of CSE	Protect	(TD update June 2015)CSE has been incorporated into No Worries providers annual training, to increase awareness alongside annual update training on the sexual health risk assessment tool.	On Track
5.4	Public health	School nurses trained in CSE awareness	Tracy Daszkiewicz	Jan-15	More young people at risk of CSE are identified Re-engaged in appropriate education provision / improving school attendance Increased awareness of risk/exploitative behaviour amongst school nurses	Number of school nurses completing training An increase in the number of CSE screenings undertaken	Protect	(TD update June 2015)The school nursing team is fully engaged in this agenda and receive CSE training in several contexts. Our training looks at CSE, the sexual health risk assessment and referral routes into specialist services.	On Track
5.5	Public health	Schools not employing local authority nurses need to be targeted to ensure they are carrying out CSE screening	Tracy Daszkiewicz	Sep-15	Re-engaged in appropriate education provision / improving school attendance Increased awareness of risk/exploitative behaviour amongst school nurses	Proportion of schools not employing local authority nurses carrying out CSE training An increase in the number of CSE screenings undertaken More young people at risk of CSE are identified and action taken to protect them.	Protect	(TD update June 2015) minimum expectations of delivery are in place with schools directly employing their own school nurse with the school having responsibility to ensure that staff receive clinical supervision to ensure competence and maintain registration	On Track
5.6	Public health	Include assessment of CSE in JSNA	Tracy Daszkiewicz	Dec-15	Increased intelligence relating to CSE	CSE section updated within JSNA More young people at risk of CSE are identified and action taken to protect them.	Protect	Completed	
6.1	MCI	Key messages to be disseminated through MCI communications channels, such as the Army Basing Communications sub group, HIVES, Police and liaison with military police, and Military Education sub group (MESG)	Kevin Ladner	Apr-15	Awareness of CSE raised among the military community Increased parental awareness of the risk of CSE and what they can do to protect their children	Messages published leading to increased referrals and intervention	Prevent	Key messages and channels identified. Awareness raising underway	
6.2	MCI	Information being compiled for German Units ahead of the relocations under the Army Basing programme	Kevin Ladner	May-15	Awareness of CSE raised among the military community	CSE included in information leading to increased referrals and intervention	Prevent	The message that Wiltshire has zero tolerance to CSE is part of information packs for units relocating from 2017 onwards	On Track
6.3	MCI	The MCI/CE Team should complete the online course.	Dawn Lyndene	Jun-15	Awareness of CSE raised among the military community	Training completed by MCI and CE team leading to increased referrals and intervention	Prevent	Completed	
6.4	MCI	Raise awareness within all of the units within our AOR.	Army Welfare Service	Apr-15	Awareness of CSE raised among the military community	Increased referrals and intervention	Prevent	Completed	
6.5	MCI	The young people within our AOR should be aware of the risks.	Army Welfare Service	Apr-15	Awareness of CSE raised among the military community	Increased referrals and intervention	Prevent	Completed	
6.6	MCI	Ensure that everyone who comes into the Garrison after hours is cleared to do so.	Dawn Lyndene/Sue Harper	Apr-15	Possible perpetrators of CSE can be prevented from entering the garrison	Appropriate checking procedure in place leading to increased referrals and intervention	Protect	Completed	
6.7	MCI	If possible do a spot check on all vehicles on an irregular basis after hours to ensure that visitors are not hidden in cars to gain access.	Dawn Lyndene/Sue Harper	Apr-15	Possible perpetrators of CSE can be prevented from entering the garrison	Number of checks carried out by end of the year leading to increased referrals and intervention	Protect	Completed	
6.8	MCI	Ensure that all ATC, Sea Cadets and ACF staff have received appropriate training on CSE.	Capt Bob Rusbridger	DCTT Opening end 2015	An increase in the number of children identified as vulnerable to or at risk of CSE	Number of young people and staff completing training leading to increased referrals and intervention	Prevent	Completed	
6.9	MCI	Feed what is being done back into DCTT to ensure that the other schools within the college understand what is being done in this area, and could copy 'best practice'.	Capt Bob Rusbridger	DCTT Opening end 2015	An increase in the number of children identified as vulnerable to or at risk of CSE	Increased referrals and intervention	Prevent	Completed	
7.1	Children missing from home, school or care	Establish a set of standards for conducting return interviews	Blair Keltie	Jun-15	All return interviews are conducted to the same standard, and by an independent person	Standards reviewed and updated where necessary Early identification of children at risk	Protect	Completed. Missing Children Policy/guidance in place and redrafted	
7.2	Children missing from home, school or care	Every child who has been missing to be offered a return interview by an independent person	Blair Keltie	Jun-15	Increase in intelligence on reasons for children going missing and identification of emerging patterns	Number of missing children offered/accepted return interview Reduction in "missing" episodes	Protect	Completed	



7.3	Children missing from home, school or care	Senior management regularly reviews missing children incidents with a risk assessment for CSE.	Blair Keltie	Mar-15	Emerging patterns are identified and action taken	Statistics regularly reported to strategy group Reduction in "missing" episodes	Protect	Completed	Manager reports generated each month and collated data on trends including CSE are presented to CPP on quarterly basis
7.4	Children missing from home, school or care	Ensure that the police, schools and the council cross-reference absence information with risk assessments for individual children and young people	Blair Keltie / Chris Whitfield	May-15	Increase in intelligence on reasons for children going missing and identification of emerging patterns	Re-engaged in appropriate education provision / improving school attendance Reduction in "missing" episodes	Protect	Completed	
7.5	Children missing from home, school or care	Review arrangements for the transfer of information between schools about child vulnerability, and that decisions around exclusion from school and its management (risk assessments and plans) take into account that the behaviour is or may be related to exploitation.	Blair Keltie / Chris Whitfield	May-15	Increase in intelligence on reasons for children going missing and identification of emerging patterns	Re-engaged in appropriate education provision / improving school attendance Reduction in "missing" episodes	Protect	Completed	
7.6	Children missing from home, school or care	Care homes to have strict protocols for informing agencies of a missing episode. All young people in care to have a risk assessment for CSE	Martin Davis	Mar-15	Increase in intelligence on reasons for children going missing and identification of emerging patterns Individual children identified and protected	Missing episode reports completed Risk assessments completed	Protect	Required as part of the contract	
7.7	Children missing from home, school or care	Student absences from school are cross referenced with Missing and Absent reports	Blair Keltie	Jul-15	More young people at risk of CSE are identified Re-engaged in appropriate education provision / improving school attendance	Children at risk are identified and action taken to protect them	Protect	Completed	Information being received and cross referenced
7.8	Children missing from home, school or care	Statistics on missing children to be reported to WSCB CSE sub group	Blair Keltie	Mar-15	Patterns in missing episodes can be identified quickly and action taken	An increase in the number of strategy meetings related to children at risk of CSE	Protect	Quarterly reports timetabled and available	
8.1	Child protection	CSE team recruited to and all in post	Blair Keltie	Sep-15	A good support package is in place for those identified/disclosing CSE	Team fully recruited to Increased referrals and action taken to protect children Support provided to children identified	Protect	On track. One post remains vacant (interviews set for 8 October 2015). Additional Adolescent Support Worker post has been created and worker started on 28/09/15. Update 100216. CSE Specialist 'Emerald Team' fully staffed and operational from October 2016.	
8.2	Child protection	Ensure appropriate access to the necessary range of local Looked After Children placements	Martin Davis	Sep-15	A good support package is in place for those identified/disclosing CSE	CYP living in stable and secure accommodation	Prevent		
8.3	Child protection	Explore ways in which the views of CYP, victims and families can inform CSE strategies and action plans	Blair Keltie	Sep-15	Evidence that strategies and plans are informed by CYP	Proportion of CYP reporting that they feel safe when they are outside of or away from home Proportion of CYP who say the support they receive makes them feel safer at home Questions on CSE included in surveys of young people	Prevent	Feedback form CYP and parents carers included on CSE screening tool. Missing Children return interviews offer CYP the opportunity to feedback. Will develop and specific	
8.4	Child protection	Review decision making tools to ensure they are fit for purpose	Blair Keltie	Apr-15	Well-evidenced, timely decisions (e.g. strategy meeting outcomes).	Decision making tools reviewed leading to effective strategy meetings and interventions	Prevent	Completed	
8.5	Child protection	County wide CSE learning events to involve practitioners from different settings working with children	Blair Keltie	Aug-15	Increased awareness of CSE and action taken	Number of CSE learning events delivered	Prevent	On Track	
9.1	Schools	Chelsea's Choice theatre production touring secondary schools in Wiltshire	Blair Keltie	May-15	Feedback from children and young people that awareness has increased Better understanding of positive sexual health behaviours Increased engagement with positive social / recreational activities	45 performances in schools and community spaces held between April and June Increased referrals and appropriate action taken to safeguard children	Prevent	Completed May 15. 3 Further performances took place 25th June 2015 due to cancellations. Update 100216 funding arrangements for 2016 tour of the production are under discussion	
9.2	Schools	Develop PHSE programmes to include CSE, healthy relationships	Nick Bolton	Mar-15	Relationships and sex Education to be part of national curriculum for PHSE Better understanding of positive sexual health behaviours Increased engagement with positive social / recreational activities Feedback from children and young people that awareness has increased	Feedback from children and young people that awareness has increased	Prevent	Part of national Curriculum	
9.3	Schools	Raise awareness at central PSHE education cpd events for teaching staff	Nick Bolton	2015	Relationships and sex Education to be part of national curriculum for PHSE	Feedback from children and young people that awareness has increased	Prevent	On WSCB CSE plan	
9.4	Schools	Raise awareness of issues where young people are potentially grooming other young people	Nick Bolton	2015	Relationships and sex Education to be part of national curriculum for PHSE Feedback from children and young people that awareness has increased	Feedback from children and young people that awareness has increased	Prevent	Needs development - identified as a gap by public health.	
9.5	Schools	Roll out a programme of training targeted at teachers to address gap in understanding/willingness of teachers to tackle CSE	Nick Bolton	2015	Relationships and sex Education to be part of national curriculum for PHSE	Feedback from children and young people that awareness has increased	Protect	Needs development - identified as a gap by public health.	
10.1	Troubled Families team	Engage with Troubled Families and ensure strong links and join up where relevant	Blair Keltie	Feb-15	Improvement in family relations Increased parental awareness of the risk of CSE and what they can do to protect their children	Increased number of risk assessments relating to YP	Protect	Complete	
11.1	Area boards	Area Board chairs to be encouraged to champion community CSE events.	Steve Milton / Blair Keltie	May-15	Increased awareness of the risks / exploitative behaviour amongst the community	An item at next meeting of Area Board Chairs Increased referrals relating to CSE from CYP, parents and agencies	Prevent	Blair Keltie gave a CSE briefing to Area Board Chairs 26/5/15 Update 100216 All Area Boards have received are are booked to receive a briefing about CSE	
11.2	Area boards	Item on all area board agendas - link to community youth grant?	CAMs	Jul-15	Increased awareness amongst the community of the risk of CSE and what can be done to protect children	Area Board chairs highlight CSE following on from chairs' meeting in may Increased referrals relating to CSE from CYP, parents and agencies and action taken to protect children	Prevent		

11.3	Town and Parish Councils	Article in Town & Parish newsletter	Steve Milton	Mar-15	Increased parental awareness of the risk of CSE and what they can do to protect their children Increased awareness of the risks / exploitative behaviour amongst the community	Information being disseminated via Area Board blogs Increased referrals relating to CSE from CYP, parents and agencies and action taken to protect children	Prevent	Article produced as part of publicity for Chelsea's Choice.	
12.1	Community Safety Partnership	Ensure professionals in ASB, YOT are trained in and focused on identifying signs of CSE in young people	Tracy Daszkiewicz	Feb-15	Increased awareness amongst professionals in contact with vulnerable children.	YOT and ASB teams have received training Increased referrals relating to CSE from CYP, parents and agencies	Protect	Complete	
12.2	Community Safety Partnership	Roll out awareness campaign focussing on internet grooming and cyber-bullying	Tracy Daszkiewicz	Jun-15	Feedback from Children and Young People that awareness has increased Increased parental awareness of the risk of CSE and what they can do to protect their children	Campaign rolled out	Prevent	This is identified as an area of focus in the Control Strategy accountable to the community safety partnership. This is an area of work that is being developed across the partnership and healthy schools - Review Oct 2015	
12.4	Community Safety Partnership	Clarify information-sharing protocol for police sharing intelligence of CSE where they identify those at risk	Tracy Daszkiewicz	Jan-15	Better sharing of information across agencies identifies more cases and speeds up intervention	Information sharing protocols are in place and intelligence leads to increased referrals and assessments	Protect	Complete	
13.1	Commissioning	Work with young commissioners to develop appropriate products through which to raise awareness of CSE with young people: film, an app, youth zone on WSCB page a film in respect of CSE	James Fortune	Jun-15	Feedback from children and young people that awareness has increased	Completion of film Development of app completed "Your Voice" survey evidences increased awareness of CSE and knowledge about what to do if a YP becomes aware that they are being exploited	Prevent	appropriate information will be available using a range of medias written by and for young people . They will understand what CSE is, how to keep safe, where to go for help and advice.	
14.1	Disruption of activity	Section 222 Local Government act 1972 - Power of local authorities to prosecute or defend legal proceedings.	Tracy Daszkiewicz	Mar-15	Enforcement officers are aware of the powers available and empowered to use them where appropriate An increase in targeted disruptive activity ( related to individuals, geographical areas or particular premises)	Number of prosecutions	Pursue	tools and Pwers training has been delivered across the orgnaisation and partners. There has been targeted disruption during specific days of action	
14.2	Disruption of activity	Take civil injunctions on individuals and/or groups involved in CSE	Tracy Daszkiewicz	Mar-15	Increase in successful prosecutions An increase in targeted disruptive activity ( related to individuals, geographical areas or particular premises)	Number of injunctions taken Reduction in interaction between children and young people and abusive or coercive individuals	Pursue	This needs to be assessed in line with need-No injunctions taken	
14.3	Disruption of activity	Implement closure orders on premises where perpetrators of CSE are operating	Tracy Daszkiewicz	Mar-15	Increase in successful prosecutions An increase in targeted disruptive activity ( related to individuals, geographical areas or particular premises)	Number of closure orders Reduction in interaction between children and young people and abusive or coercive individuals	Pursue	The latest measures to impact on licensed premises are contained in the Anti-social Behaviour, Crime and Policing Act 2014. This has brought about changes in the powers available to the Police and local authorities to tackle anti social behaviour. Of real importance to licensed premises are the new Closure Notices and Closure Orders which can be issued by the Police or local authority, or ordered by the Court, restricting access to premises for up to three months or longer.	
14.4	Disruption of activity	Explore use of the Council's Regulatory functions to disrupt anti-social activity	Tracy Daszkiewicz	Mar-15	Increase in successful prosecutions An increase in targeted disruptive activity ( related to individuals, geographical areas or particular premises)	Enforcement officers are aware of the powers available and empowered to use them where appropriate Reduction in interaction between children and young people and abusive or coercive individuals	Pursue	A full review and rewrite of internal operationg procedcures have been undertaken for ASBRAC in line with the new Tools and Powers and to ensure young people presenting with anti social behaviour are not at risk to themselves.	
15.1	Scrutiny	CSE Task group to report recommendations to Children's Select Committee	Paul Kelly	Mar-16	Recommendations lead to change in policy or practice where appropriate	Task group final report complete and recommendations made	Protect	The CSE task group is underway with a focus on monitoring the implementation and impact of the CSE action plan. The group has met with the CSE Manager and the Wiltshire Safeguarding Board to understand the action plan itself and how it interrelates with broader working relations with partners. Subsequent meeting will focus on the engagement with children and young people to understand their perspective on how the LA can best engage with them and their peers.	
16.1	Policy	Ensure the Council's whistleblowing policy reflects Sir Robert Francis' Principles from his "Freedom to speak up" review	Barry Pirie	Sep-15	Staff can report concerns without fear of reproach	Whistleblowing policy reviewed and up to date	Protect	The new multi-agency inspection will look at whistleblowing arrangements	
16.2	Policy	Respond to ministerial letter on information sharing (3 March) by ensuring integrated working (eg. co-location), joint risk assessments, a victim focused approach, good leadership and clear governance, and frequent review of operations.	Carolyn Godfrey	Jul-15	Increased intelligence relating to CSE leading to disruption	Strategy in place	Prevent	Complete	
17.1	Housing	Targeted training for Council's Housing Support Officers on CSE	James Cawley	2016	Increased intelligence relating to CSE leading to disruption	Number of staff completing training An increase in the number of children identified as vulnerable to or at risk of CSE and action taken to protect them	Prevent	This is a new action which needs development	
17.2	Housing	Raise awareness of CSE with Housing Associations, via the Wiltshire Housing Partnership	James Cawley	2016	Increased intelligence relating to CSE leading to disruption	CSE briefing to the Wiltshire Housing Partnership An increase in the number of children identified as vulnerable to or at risk of CSE and action taken to protect them.	Prevent	This is a new action which needs development	

**Interim report of the Child Sexual Exploitation (CSE) Task Group**

**Purpose**

1. To present the work undertaken by the CSE task group to date.
2. It is hoped that the final report of the task group will be presented to the committee at its March or May meeting, however as the committee had agreed the establishment of the task group over a year ago the task group was keen to update the committee on its work to date and to seek endorsement of its planned work.

**Background**

3. The government issued specific guidance to Local Authorities about CSE through the department of Children, Schools & Families in November 2009 with the publication of supplementary guidance to Working Together to Safeguard Children (HM Government, 2006).
4. Following a number of high profile cases and investigations culminating with Alexis Jay's Independent Inquiry into CSE in Rotherham 1997 – 2013, published August 2014, the Prime Minister announced in March 2015 that CSE was a National Threat requiring the Police and LAs to prioritise tackling CSE. Media interest nationally and locally has been intense.
5. Wiltshire Council in partnership with agencies under the auspices of the Wiltshire Safeguarding Children Board have responded with a strategic plan: Prevent, Protect and Pursue to monitor how CSE is collectively tackled in Wiltshire through the delivery of services to children and their families. Such delivery is monitored by the council's CSE plan.
6. CSE was defined as follows by the UK National Working Group for Sexually Exploited Children and Young People (NWG) and that definition has been used in statutory guidance for England.

Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities.

Child sexual exploitation can occur through the use of technology without the child's immediate recognition; for example being persuaded to post

sexual images on the Internet/mobile phones without immediate payment or gain.

In all cases, those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources.

Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person's limited availability of choice resulting from their social/economic and/or emotional vulnerability.

7. It was resolved by the Children's Select Committee on 14 October 2014 that a CSE Task Group would be established.
8. Following a meeting between the chair and vice-chair of the Children's Select Committee and the Cabinet Member for Children's Services it was announced at the committee meeting on 28 January 2015 that the task group would initially focus on the Prevent strand of the CSE action plan's 'Prevent, Protect, Pursue' themes.
9. The Prevent strand would involve investigating how the council and partners were raising awareness of CSE across the county and the impact this was having. Some key groups suggested included:
  - School;
  - Taxi drivers;
  - Letting agents;
  - Parents / Carers;
  - Parents / Carers of those with SEND;
  - Looked after Children;
  - It was also felt that the take-up and impact of CSE training delivered by the council should be considered by the task group.
10. It was also agreed that the task group would start its work by receiving a comprehensive briefing on all the CSE work being undertaken, this took place on 7 April 2015.
11. One of the three priorities in the Council's Business Plan 2013-13 is "to protect those who are most vulnerable" and as part of Outcome 6 "People are as protected from harm as possible and feel safe" the plan recognises that "combating child sexual exploitation (CSE) is a significant national priority".

## Membership

12. The task group comprises the following membership:

Cllr Jacqui Lay	Chair of the Task Group
Cllr Pat Aves	Wiltshire Councillor (joined 01 October 2015)
Mr Ken Brough	Primary Parent Governor Representative on Children's Select Committee
Miss Sarah Busby	Teacher Representative on Children's Select Committee
Cllr Mary Champion	Wiltshire Councillor
Cllr Anna Cuthbert	Wiltshire Councillor (joined 15 June 2015)
Cllr David Jenkins	Wiltshire Councillor

## Terms of Reference

13. Following the consideration at the Children Select Committee on 14 April 2015 the following terms of reference were approved:

(1) To scrutinise Wiltshire Council's programme to prevent and tackle CSE in Wiltshire as set out in the council's CSE Action Plan, with an initial focus on the 'Prevent' strand of the CSE action plan's 'Prevent, Protect, Pursue' themes;

(2) To monitor the implementation of Wiltshire Council's CSE Action Plan taking into consideration national priorities and actions;

(3) To scrutinise how, and monitor how well, Wiltshire Council is raising awareness of CSE across Wiltshire;

(4) To scrutinise the quality, range, suitability and availability of training in CSE delivered by the council.  
To monitor the efficiency of the training including the take up of the training and measurable outcomes;

(5) To scrutinise and monitor the understanding and clarity of the roles and responsibilities of services and members across the council, as well as council partners, in preventing and tackling CSE in Wiltshire;

(6) To scrutinise and monitor the council's engagement of young people and schools (both primary and secondary) in preventing and tackling CSE in Wiltshire as set out in the council's Action Plan.

## Evidence gathering

14. The task group has received written and/or verbal evidence from the following witnesses:

### Wiltshire Council witnesses

Cllr Laura Mayes, Cabinet Member for Children’s Services  
 Cllr Alan MacRae, Portfolio Holder for Safeguarding  
 Blair Keltie, Service Manager CSE & Missing Children  
 Julie Upson, Manager of the Wiltshire Safeguarding Children Board

### Other Witnesses

Superintendent Craig Holden, Head of Public Protection Wiltshire Police and Chair of WSCB CSE and Missing sub-group

### Other evidence gathering

Feedback questionnaire on Chelsea’s Choice play from six schools through Wiltshire Association of Secondary and Special School Headteachers (WASSH)  
 Feedback from chairs of Area Board on the CSE presentation to area boards  
 Council’s CSE action plan  
 Wiltshire Safeguarding Children Board (WSCB) CSE action plan  
 LGA - Tackling child sexual exploitation - A resource pack for councils

## Work to date

15. The task group agreed its forward work programme as shown below:

Date of meetings	Item / topic	Details
<b>2015</b>		
07 April	Training	
23 April	Scoping	
15 Jun	Wiltshire Safeguarding Children Board (WSCB) and Wiltshire Council - CSE	The aim of the meeting is for the task group to consider the following: a. The role and membership of the Wiltshire Safeguarding Children Board (WSCB); Page 3 b. The work undertaken by the WSCB regarding CSE; c. The WSCB’s CSE action plan; d. The relationship between the WSCB and the council and their respective CSE action plans.
20 July	Engagement with Young People and schools	Update the task group on work undertaken by the Corporate Parenting Panel on CSE. Feedback from schools on Chelsea’s Choice.
	CSE action plan	Members of the task group are invited to focus on the

Date of meetings	Item / topic	Details
		actions for which the completion date has been reached (shown in red) to ensure that the plan is being implemented in a timely manner.
01 October	Future work of the task group and Interim Report	The aim of this meeting is for the task group to review its work to date and agree the areas of work the task group wants to focus on in the future. The task group will need to identify any witnesses to invite to meetings, what information it will need to receive on each topic, the frequency of future meetings.
05 November	Action plans	Review the council's action plan to ensure that the actions, outcomes and success measures are SMART (Specific, Measurable, Achievable, Realistic, Time-bound)
	Interim report meeting	To consider what information should be included in the interim report.
10 December	Communication / raising awareness	Follow a case from start to finish through the different teams at Wiltshire Council. Aim = to check communication to public and members of staff to ensure that they know how to report suspicions.  To consider the format of the information to be given to Area Boards (Area Board chairmen to be contacted prior to the meeting for their suggestions / input).  To consider the information to be provided by the council (a shorter version of the LGA's pack for councillor, "credit card sized" guide, leaflets, branding / strapline, etc.) and who the council should be "targeting" and how these groups can be approached.
<b>2016</b>		
22 January	Training	Establish who the council has a responsibility to train.  What training is already available, what training should be offered (format, content, frequency)  How to ensure take up / attendance, consideration to be given to making the training compulsory.
	Communication / raising awareness	To receive any supplementary information from the Service Manager who was unfortunately unable to attend the December meeting.
18 February	OFSTED report	Receive an update on actions taken by the council following the OFSTED report.
	Clarity of role and responsibility	To scrutinise and monitor the understanding and clarity of the roles and responsibilities of services and members across the council, as well as council partners, in preventing and tackling CSE in Wiltshire.
	Action plan	Monitor implementation of the council's action plan

Date of meetings	Item / topic	Details
2 March	Schools and Young People	To be informed of the PHSE program for schools (primary and secondary).  To consider how the council can include CSE consideration in its activities (link area board grant applications, planning applications, etc.). Feedback from the Calne Area Board "Unfair Funfair" (8 December 2015).
17 March	Final report meeting	For the task group to review the work it has undertaken and agree the information to be included in the final report

## Key findings

16. The task group aligned the topics of its meetings with its terms of reference (ToR) therefore its key findings are shown below in relation to its ToR.
17. The task group started its work by looking into the relationship and roles of the Wiltshire Safeguarding Children Board (WSCB), a multi-agency partnership that holds its partners to account about the extent to which children and young people are kept safe, and the council with regards to CSE at its meeting on 15 June. The Manager of the Board welcomed the task group's involvement.
18. More information on the role of the WSCB can be found on its [website](#).

### **Wiltshire Council's programme to prevent and tackle CSE in Wiltshire (ToR 1)**

19. On 5 November 2015 the task group reviewed the council's action plan to ensure that the actions and success measures were as SMART (Specific, Measurable, Achievable, Relevant, and Time-bound).
20. The task group resolved as follows.

The following was suggested as a way to make it easier for officers to update the action plan and accurately reflect the actions taken:

- a) Avoid the use of acronyms;
- b) Add a column on the action plan to cross-reference with the WSCB's action plan;
- c) Add Blue in the RAG-rating to indicate actions that have been completed;
- d) To put the columns on action and success measure next to each other;
- e) To include a number in the success measure where appropriate (rather than state "a number of...");
- f) Include details of where the information can be found for the success measure (e.g. name of the report, etc.).

It was suggested that the following should be added:

- a) Information at the start of the plan to clarify that each partner was responsible for its own action plan;



- b) For the action on communication to include other media (twitter, facebook, etc.);
- c) For the action on communication to include raising awareness of successful disruption and prosecution;
- d) For the action on training to include the training that has been offered to staff and councillors;
- e) For action 9.2 to include the additional text “mainstream and SEND schools have appropriate PHSE provisions suitable for all their pupils”.

It was also agreed that the following would be useful as a complement to the action plan:

Quarterly activity reports to show the actions taken over the past 12 months for the milestones on the action plan. These reports would need to include targets (e.g. 90% of staff trained on CSE within 2 months of joining the council) and would be presented to the Children’s Select Committee and the Safeguarding Children and Young People panel.

### **Implementation of Wiltshire Council’s CSE Action Plan (ToR 2)**

- 21. The task group reviewed the council’s CSE action plan at its meeting on 20 July with a focus on the actions for which the completion date has been reached to ensure that the plan was being implemented in a timely manner.
- 22. The task group would review the further implementation of the council’s CSE action plan at its February meeting.

### **Raising Awareness (ToR 3)**

- 23. The task group focused its meeting on 10 December on communication and raising awareness.
- 24. Unfortunately the Service Manager was unable to attend the December meeting, for reasons outside of his control; therefore the topic will be explored further at the task group meeting on 22 January 2016.

### **Training (ToR 4)**

- 25. The task group will consider training with regards to CSE at its meeting in January.

### **Clarity of roles and responsibilities (ToR 5)**

- 26. The task group will consider the clarity of roles and responsibility at its February meeting.

### **Engagement of young people and schools (ToR 6)**

- 27. Sarah Busby, on behalf of the task group, circulated a questionnaire to a number of schools seeking their feedback on the Chelsea’s Choice play.

28. The task group reviewed that information as well as the feedback that had already been received by the council at its meeting on 20 July. Unfortunately it was not possible for members of the Children in Care Council to attend the meeting of the task group; therefore the task group will explore the engagement of young people and schools again at its March meeting which will be scheduled to ensure that young people representatives can attend.
29. The task group engaged with the Chair of the Corporate Parenting Panel on this issue and the task group considered the work undertaken by the panel on CSE.

### **Conclusion**

30. Based on the evidence it has considered so far the task group had not identified any areas of concerns in the work the council has undertaken with regards to the prevent strand of its CSE action plan.

### **Recommendations**

31. That the committee notes this interim report and the proposed future work for the task group.

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### **Cllr Jacqui Lay, Chairman of the Child Sexual Exploitation Task Group**

Report author: Marie Gondlach, Senior Scrutiny Officer  
01225 713 597      [marie.gondlach@wiltshire.gov.uk](mailto:marie.gondlach@wiltshire.gov.uk)

**Appendices** None

**Background documents** None

**Wiltshire Council**

**Cabinet**

**15 March 2016**

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**Subject: Mental Health and Wellbeing Strategy and Implementation Plan Update**

**Cabinet member: Councillor Keith Humphries  
Public Health, Protection Services, Adult Care and Housing**

**Key Decision: No**

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### **Executive Summary**

This Cabinet report updates members on progress on the Mental Health and Wellbeing Strategy Implementation Plan and provides the summary document for review.

### **Proposals**

That Cabinet:

- Review the summary implementation plan and approve its publication to sit alongside the Mental Health and Wellbeing Strategy which has already been published.
- Agree that the Mental Health and Wellbeing Partnership Board will monitor progress against the implementation plan and approve developments and additions to deliver on the outcomes between now and 2021, reporting into the Health and Wellbeing Board annually on progress.

### **Reason for Proposal**

To update Cabinet on the progress with the implementation plan and to gain agreement that future updates can be developed and approved by the Mental Health and Wellbeing Partnership Board.

**Maggie Rae  
Corporate Director**

**15 March 2016**

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**Subject: Mental Health and Wellbeing Strategy and Implementation Plan Update**

**Cabinet member: Councillor Keith Humphries  
Public Health, Protection Services, Adult Care and Housing**

**Key Decision: No**

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### **Purpose of Report**

1. This Cabinet report updates members on progress against the Mental Health and Wellbeing Strategy Implementation Plan and provides the current document for review. The strategy (Appendix A) provides the strategic direction for Wiltshire Council and NHS Wiltshire Clinical Commissioning Group (CCG) in promoting mental health and wellbeing and supporting people with mental health problems and their carers over the next 7 years. The summary Implementation Plan (Appendix B) gives an overview of the priority actions as well as identifying strategic measures and targets.
2. The report additionally updates members on progress with the establishment of a Partnership Board to monitor progress against the aims of the strategy.

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

3. The Wiltshire Mental Health and Wellbeing Strategy aims to ensure that people are able to live well across their lifetime achieving and sustaining good mental health. The strategy also meets the Business Plan outcomes of:
  - a. Wiltshire has inclusive communities where everyone can achieve their potential
  - b. People in Wiltshire have healthy, active and high quality lives
  - c. People are as protected from harm as possible and feel safe.

### **Background**

4. The Mental Health and Wellbeing Strategy provides the strategic direction for Wiltshire Council and NHS Wiltshire Clinical Commissioning Group (CCG) in promoting mental health and wellbeing and supporting people with mental health problems and their carers over the next 7 years.
5. The aim of the strategy is to create environments and communities that will keep people well across their lifetime, achieving and sustaining good mental health and wellbeing for all. It is a high level vision document designed to

enable development of commissioning and implementation plans which will address the key priority areas and which contribute to achievement of the strategy's overall aim.

6. Following development of the strategy, the Mental Health Joint Commissioning Board developed an implementation plan to deliver on the outcomes as well as a Joint Commissioning Intentions statement to outline the services to be commissioned during 2015/16 (this is currently being updated for 2016/17). The implementation plan identified the key actions over the first 2 years of the strategy, some of which are already in progress. This plan is designed to evolve during the life of the strategy to reflect changes in need and priority and therefore it will be subject to change as required.
7. The Strategy, Commissioning Intentions Statement and a draft implementation plan were considered by Cabinet on 19<sup>th</sup> May 2015. The Strategy was approved for publication and Cabinet additionally approved a request to establish a Partnership Board to oversee progress against the Strategy. Cabinet requested that the action plan be further developed and returned to a future meeting for further consideration.

### **Main considerations for the Council**

8. Since approval of the strategy, a multi-agency partnership board has been established to drive and monitor progress against the implementation plan and the impact this is having on the achievement of the strategy aims overall.
9. This Board met for the first time on 14<sup>th</sup> December 2015. This meeting consisted of a core group of members and considered proposed terms of reference for the group including future membership for the group, and the structure to enable service user and carer engagement. The terms of reference will be agreed electronically prior to the next meeting in April when a proposal for service user engagement will be tabled. An extended list of partners to be included on the Board was also agreed.
10. The membership of the meeting also reviewed the implementation plan to:
  - assess progress against those actions which are already underway
  - consider outcomes measures and milestones which will be monitored regularly to understand whether our actions are having the intended impact.
  - prioritise actions that have not yet commenced and agree timelines for these.
11. A summary document has been produced to capture the outcomes, priority action and lead authority and this is attached at Appendix B.

### **Overview & Scrutiny Engagement**

12. A briefing on the Strategy and the mechanisms for delivering against it was produced for Health Scrutiny on 5 May 2015 and updates on progress will be provided as required.

## **Safeguarding Implications**

13. Safeguarding is a key priority for Wiltshire Council and NHS Wiltshire CCG, both in terms of the services that they deliver and commission and this applies equally to the Wiltshire Mental Health Strategy and its implementation. It is acknowledged that people with mental health difficulties can be at greater risk of being victims of crime or abuse, self-neglect and poor and undignified care, given that they often lack capacity and their situations can give rise to increased risk of exploitation, e.g. financial, and stress within care givers, if they are not in receipt of appropriate support and training.
14. Wiltshire Council and NHS Wiltshire CCG and the organisations that they commission have in place safeguarding policies, procedures and workforce development plans to ensure that safeguarding is and continues to be a key priority.
15. There is a specific section in the Mental Health and Wellbeing Strategy detailing how we will ensure that our safeguarding arrangements are maintained and improved.

## **Public Health Implications**

16. The public consultation on the Wiltshire Mental Health and Wellbeing Strategy helps to ensure that the population continues to be included in decision-making processes regarding their health and wellbeing. The inclusion of service users and people living with mental illness and their carers in the steering group arrangements additionally promote this approach.
17. Poor mental health can have a devastating impact on the quality of life for individuals their families and carers as well as a significant impact on the national economy. It has links to poverty and exclusion, unemployment, crime, chronic illness and anti-social behaviour. People with a mental health issue are more likely to die prematurely and to develop physical health issues. The national strategy for mental health, No Health without Mental Health: A cross-government mental health outcomes strategy for people of all ages (DH 2011), shows why tackling mental illness and promoting mental wellbeing is essential not only for individuals and their families but to society as a whole. Public Health staff will continue to work closely with Adult Social Care and NHS staff to develop and deliver this strategy, with a number of healthy living schemes already in place to assist in reducing the risk of developing mental health issues.
18. The outcomes of this strategy should help to reduce health inequalities and improve healthy life expectancy for the whole population of Wiltshire as well as people with mental health issues and their carers, and also may help to reduce the future prevalence. The Wiltshire Mental Health and Wellbeing Strategy is thus consistent and coherent with the aims of the Wiltshire Health and Well Being Strategy.

## **Procurement Implications**

19. The implementation plan and the Joint Commissioning Intentions statement will, by their nature, involve procurement of services during the lifetime of the Strategy. The services identified will be procured in association with corporate procurement regulations and in liaison with the corporate procurement teams from both organisations.

## **Equalities Impact of the Proposal** (detailing conclusions identified from Equality Analysis, sections 4 and 5)

20. The strategy aims to ensure services will be delivered with due regard to Equalities legislation and that people with mental illness will have equitable access to services according to need. The Equality Analysis for the Strategy identified that more work is required to obtain and analyse equalities related data to help us to understand the both the distribution of mental ill health and who is/is not accessing services in Wiltshire. This has been included as an action in the implementation plan. The additional insight that could be gained from such information would help us to ensure that the services we are providing are indeed accessible to all. Without this data and understanding, there is a risk that services are not being accessed by certain minority or geographical groups

## **Environmental and Climate Change Considerations**

21. The strategy and its implementation plan have no direct environmental or climate change considerations. However one of the key elements in maintaining wellbeing is access to the natural environment and the strategy identifies the importance of optimising the promotion and use of our natural environment in order to improve the overall wellbeing of our population

## **Risk Assessment**

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

22. If the implementation plan does not go forward, we will not be able to deliver on the aims and outcomes set out in the Mental Health and Wellbeing Strategy.

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

23. The risks that arise from this implementation plan will be managed through the risk management processes that are already in existence for the CCG and the Council.

24. The implementation plan provides clarity about what will be delivered through the strategy and this will be enhanced through a continuing programme of engagement with the general public, customers and partner organisations which will allow for priorities and progress to be communicated.

25. The Mental Health and Wellbeing Partnership Board have taken ownership of the implementation plan and will regularly monitor and update on progress.

## **Financial Implications**

26. There are no immediate financial implications of the Mental Health and Wellbeing Strategy implementation plan. The intentions outlined in this and the Joint Commissioning Intentions statement are being funded from current budget allocations.
27. The focus is on utilising existing resources differently and there are no intended increases in overall budget as a result. It is however, acknowledged that the key areas for development identified within the strategy may require some re-alignment of budget across organisations, particularly over the longer-term, to enable better cross-agency working. Key decisions with resourcing implications will be brought back for consideration as necessary.

## **Legal Implications**

28. Although no direct legal implications have been identified in relation to the proposal, it will be important take into account and consider, on an ongoing basis, the duties and responsibilities under the Care Act 2014 which came into force on 1 April 2015. These include duties to:
- Promote wellbeing
  - Prevent, reduce or delay needs
  - Establish and maintain systems for provision of information and advice
  - Facilitate and shape the market in the commissioning of adult care
  - Manage provider failure and other service interruptions
  - Implement new assessment and eligibility criteria
  - Provide independent advocacy

Much of the action in the implementation plan will inherently contribute to meeting many of these duties with regard to mental health.

## **Options Considered**

29. This is an update report therefore no other options were considered.

**Frances Chinemana**  
**Associate Director Public Health and Public Protection**

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Report Author: Karen Spence

Public Health Specialist.  
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15<sup>th</sup> March 2016



## **Background Papers**

None

## **Appendices**

Appendix A Mental Health and Wellbeing Strategy

Appendix B Delivering the Mental Health and Wellbeing Strategy (summary implementation plan)

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# Wiltshire Mental Health and Wellbeing Strategy



**NHS**  
Wiltshire  
Clinical Commissioning Group

**Wiltshire Council**  
Where everybody matters

# Welcome

Welcome to the Wiltshire Mental Health and Wellbeing Strategy 2014 - 2021. Here we set out our ambition over the next seven years to improve the mental health and emotional wellbeing of Wiltshire residents and meet the aims of the national mental health strategy.

We are already rising to the challenge of improving mental health and wellbeing and have achieved some key successes in recent years - but we know we need to go further to achieve our ambitions and improve outcomes.

Mental health is **'everybody's business'**. Change on this scale cannot be delivered by organisations working alone. We are committed to working together with individuals, families, employers, educators, communities and the public, private and voluntary sectors to promote better mental health and to drive transformation.



Maggie Rae  
Corporate Director,  
Wiltshire Council



Keith Humphries  
Cabinet Member,  
Public Health,  
Protection Services,  
Adult Care and  
Housing



Sheila Parker  
Portfolio Holder,  
Learning  
Disability and  
Mental Health



Deborah Fielding  
Chief Accountable  
Officer  
Wiltshire CCG



Celia Grummitt  
GP Mental  
Health Lead



Debbie Beale  
GP Mental  
Health Lead

**Our aim for Wiltshire is to create environments and communities that will keep people well across their lifetime.**

**Acknowledgements:**

This strategy is led by Frances Chinemana, Associate Director for Public Health and Public Protection and thanks is extended to all those involved in the development of the strategy including: Alex Thompson-Moore, Victoria Hamilton, Mike Naji, Dugald Millar, Annie Paddock, Karen Spence, Wiltshire and Swindon Users Network and all the service users and professionals who shared their views and experiences.

Richard Hook  
GP Mental  
Health Lead

This seven year joint strategy sets out our strategic priorities for adult mental health and wellbeing provision in Wiltshire and our focus for delivering services, facilities and opportunities that empower people and enable independence. The strategy has been developed in consultation with key stakeholders and is in line with the national strategy “No Health without Mental Health” and with the Wiltshire Health and Wellbeing Strategy.

Our aim for Wiltshire is to create environments and communities that will keep people well across their lifetime, achieving and sustaining good mental health and wellbeing for all. We will do this through six areas of activity (numbering is for ease of reference and does not indicate order of priority):

1. Prevention and early intervention
2. Promoting emotional wellbeing and improving understanding about mental ill health
3. Personalised recovery based services
4. Effective and efficient use of resources
5. Closer engagement with service users, families and carers in the development of services
6. Integrated working between statutory services with wider community and voluntary sector involvement.

Poor mental health can have a devastating impact on the quality of life for individuals their families and carers as well as a significant impact on the national economy. It has links to poverty and exclusion, unemployment, crime, chronic illness and anti social behaviour. People with a mental health issue are more likely to die prematurely and to develop physical health issues.

This strategy is primarily concerned with tackling mental ill health and promoting wellbeing in adults. Separate strategies exist or are being developed that are interdependent with the Mental Health and Wellbeing strategy including the Dementia Strategy and the Children and Young People’s Emotional Wellbeing and Mental Health Strategy. These and other strategies have been considered during the development of the Mental Health Strategy to ensure consistency (a list of the strategies which link most closely is included in the section on page 13). It will be essential to ensure that these links are further explored during the development of commissioning and delivery plans for the strategy in order to maintain the focus on good Mental Health and Wellbeing across the whole life cycle and a whole person approach. Of particular importance is the approach to transitional care to ensure that our systems enable the individual to continue to have the best possible outcomes regardless of the stage they are at in their life cycle.





**'Good mental health and resilience are fundamental to our physical health, our relationships, our education, our training, our work and to achieving our potential'.**

## **Outcomes - How will the strategy improve things for people?**

Mental health is everyone's business, the national mental health strategy states, 'good mental health and resilience are fundamental to our physical health, our relationships, our education, our training, our work and to achieving our potential'. There has been a fundamental change to the way public services are structured, and commissioned with an ethos to deliver identified outcomes which address the needs of the local population. Our local outcomes are underpinned by the National mental health strategy objectives which are:

- More people will have good mental health
- More people with mental health problems will recover
- More people with mental health problems will have good physical health
- More people will have a positive experience of care and support
- Fewer people will suffer avoidable harm
- Fewer people will experience stigma and discrimination.

We will measure how successful our strategy is by developing measures and information that will help us to understand whether we are achieving these outcomes for people in Wiltshire.

## Who Contributed to this Strategy?

In addition to ensuring we have taken into account key messages from international and national organisations such as the World Health Organisation, Department of Health, Royal Colleges, national reports including those from national mental health charities and our own strategic direction over the next five years, stakeholder engagement has taken place with a wide variety of local professionals and partners who work within the field mental health, and with our service users via the Wiltshire Service User Network (WSUN).

### Key messages for the strategy from service users were:

- Essential to put the needs of the person first. Services should be person centred and wholly inclusive. The service user should be thought of in terms of the whole person and not just medically.
- There needs to be a greater effort to promote self-esteem and sense of worth. People need to be made aware that they can live well with mental health issues.
- Professionals, more particularly health and council services, should really embrace the third sector, understand the value of the work they do and recognise their worth.
- It is necessary to understand that different things work for different people at different times.
- Listen to the service users' they are the experts of experience. Treat them as you would wish to be treated.
- Improve community knowledge for professionals.

### Key messages for the strategy from professionals were:

- Early access, not a threshold that one has to reach a crisis and ease of access countywide.
- Continuity across the system and a holistic approach to include things like housing, employment, finances, wide ranging interventions e.g. wildlife, LIFT, art, pets, farm.
- Crisis does not occur only in office hours, people should be able to access the information or assistance they need regardless of when it is needed.
- Better joining up – intra-service, across services, across ages.
- Gaps in service provision e.g. PTSD, autism, dual diagnosis, alcohol and drugs, veterans, personality disorder, parenting.
- Community education and reducing the stigma. Prevention, promotion and the community including primary care, improving social capital.



- Community care where appropriate.
- Improved, accessible signposting of services available/where to go for help.
- Service user centred, service user choice, service user involvement.
- Develop peer support and carer support.
- Accommodation.
- Transport.
- Use of IT effectively.



# Why is Mental Health and Wellbeing a Priority?

## What do we mean by mental health and wellbeing?

It is where you have a sense of happiness and wellbeing arising from self empowerment, security, good relationships and healthy lifestyle choices.

The World Health Organisation defines mental health as:

**“a state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.”**

## Needs Assessment Summary

The national strategy for mental health, No Health without Mental Health: A cross-government mental health outcomes strategy for people of all ages (DH 2011), shows why tackling mental illness and promoting mental wellbeing is essential not only for individuals and their families but to society as a whole:

- At least one in four people will experience a mental health problem at some point in their life and one in six adults have a mental health problem at any one time.
- Almost half of all adults will experience at least one episode of depression during their lifetime.
- One in ten new mothers experiences postnatal depression.
- Mental ill health represents up to 23% of ill health in the UK and is the largest single cause of disability.
- People with severe mental illnesses die on average 20 years earlier than the general population.
- The NHS spends around 11% of its budget on Mental Health, almost double that spent on cancer.



## Mental ill-health

The definition of ‘mental ill health’ or ‘mental health problems’ covers a very wide spectrum, from the worries and grief we all experience as part of everyday life to the most bleak, suicidal depression or complete loss of touch with everyday reality.

Stress and pressure

Anxiety  
(panic attacks/obsession)

Depression

Psychoses  
e.g. Bi-polar disorder  
and Schizophrenia





## The Local Picture - Level of need in Wiltshire

The Wiltshire Joint Strategic Assessment (JSA) provides information on the current and future health and wellbeing needs of people in Wiltshire. The current JSNA can be found here:

[www.intelligentnetwork.org.uk/joint-strategic-assessment](http://www.intelligentnetwork.org.uk/joint-strategic-assessment)

In addition to the JSA there is also a Joint Strategic Assessment for Health and Wellbeing. The assessment for 2012/13 provides a summary of the current and future health and wellbeing needs of people in Wiltshire. Section 5 of the JSA for Health and Wellbeing focuses on the burden of ill health in relation to mental health and neurological disorders. It estimates that (based on the study Adult Psychiatric Morbidity in England 2007) approximately 60,000 adults in Wiltshire have a common mental disorder (CMD).

Some specific areas for consideration are additionally highlighted:

- Serious mental illness; psychosis and affective psychosis: Psychoses can be serious and debilitating conditions, associated with high rates of suicide. The Quality Outcome Framework 2010/11 mental health register which includes people with schizophrenia, bipolar affective disorder and other psychoses included 3,090 people in Wiltshire (0.7% of registered population).
- Suicide rates in the South West rose by 24% between 2007 and 2009. In England overall there was a rise of 10% over the same period. Between 2006 and 2009, there were 205 deaths in Wiltshire that were given a verdict of suicide or injury undetermined.
- Between 2002 and 2009 the South West saw a rise of 73% admission for self-harm, particularly in women aged 15-24, against a national rise of 49% over the same period. Wiltshire has a statistically significantly higher directly standardised rate for emergency hospital admissions for self-harm compared to England. 'Self-harm' includes a range of behaviours including self-cutting and poisoning. Self-harm is often thought to be a way of managing distress and involves differing degrees of risk to life and suicidal intent.

Further information about mental health diagnoses, at risk groups and Wiltshire statistics can be found in the Wiltshire JSA for Health and Wellbeing, Section 4: burden of ill-health: mental health and neurological disorders.

The Wiltshire Health and Wellbeing Board Strategy 2014-15 highlights the importance of access to emotional support and to mental health awareness training within two of its key theme's on Prevention and Independence. The Wiltshire Council Business Plan and the CCG 5 Year plan also reflect the importance of mental wellbeing in delivering better overall health and resilience within communities and among individuals.

**Further information about mental health diagnoses, at risk groups and Wiltshire statistics can be found in the Wiltshire JSA for Health and Wellbeing, Section 4: burden of ill-health: mental health and neurological disorders.**



# How we will work together

## Joint Commissioning

To realise its vision of stronger communities in which everyone is able to achieve their potential Wiltshire Council and the Clinical Commissioning Group are committed to joint commissioning for mental health. This will build on existing arrangements which will enable a co-ordinated, efficient and therefore responsive and cost-effective service that allows for enhancing quality of life for all.

In line with our Joint Health and Wellbeing Strategy 2014-2015, and Wiltshire CCG's Five Year Plan 2014-2019, we seek to design and deliver mental health and wellbeing in the county to improve the service user experience and ensure that people can be confident that:

- I will be supported to live healthily
- I will be listened to and involved
- I will be supported to live independently
- I will be kept safe from avoidable harm.

For those with long-term enduring health issues we will work to enable the recovery journey and optimise independence and quality of life.

A concept has been developed for a future health and care Model for mental health which is in line with the CCG overall model for health and care as represented in their 5 year plan. This model identifies the different layers and levels of care and support required to manage ill health and establish and sustain wellness and independence; pictorial representation of this can be seen at Appendix 1. This model will be progressed during the lifetime of the strategy by further development of our joint commissioning arrangements.

Tackling unhealthy lifestyles, helping those at risk from ill health and dealing with the increase in illnesses associated with living longer is something public services, other agencies and communities need to do together. The model we propose for mental health and wellbeing is community based (in line with our approach across all health and wellbeing) and will focus on:

- strengthening social capital with our local partners and organisations, optimising the opportunities offered by community campuses, area boards and other community

resources such as voluntary and support groups. We will utilise community facilities where appropriate.

- enhanced seven day primary care and community based solutions with improved multidisciplinary services wrapped around general practice reducing reliance on acute care. We will optimise the opportunities offered by the development of integrated community teams.
- a simple point of access for health and social care and for these multidisciplinary teams to share data and information with increasing use of shared technology to avoid duplication in assessments.
- encouraging personal responsibility.
- addressing the wider determinants of poor mental health and wellbeing especially in vulnerable individuals, groups and communities.



# What difference have we made so far?

## What difference have we made so far?

The previous Mental Health Strategy for Wiltshire ran from 2011 and led to a variety of activity to improve the approach to mental health and wellbeing services in the County. There is no room for complacency, but there have been significant enhancements to services in the intervening period. Some of the more recent improvements are outlined in the following paragraphs and an itemised list of services currently commissioned in relation to mental health and wellbeing is provided at Appendix 2.

We now have two places of safety, available 24/7, for all ages, spread across the county for those needing urgent assessment under section 136 of the mental health act. There is an additional place of safety in the Swindon area which can be utilised. This has seen the number of people held in police custody under section 136 of the mental health act halve since 2011/12 in both adults and children and adolescents. This means that people are being assessed and looked after in appropriate places – those suspected of a crime and a mental health condition in police custody, those with a mental health condition only in a mental health place of safety. We also have a service where a mental health professional can be present in police custody suites to help with identification of people who may be experiencing a mental illness.

We have significantly increased investment in liaison psychiatry in all three of our acute hospitals serving Wiltshire in recognition that 30-45% of patients cared for in this setting have a psychiatric component to their morbidity, especially unplanned emergency presentations. Psychiatric input improves the quality and safety of care, and enhances effective discharge and ongoing community care.

Our self referral community psychology service Least Intervention First Time ('LIFT') is consistently in the top ten Improving Access to Psychological Therapies (IAPT) services in the country. We have a growing range of other initiatives that foster mental health and wellbeing such as Wiltshire Wildlife, Artlift, Greenspaces, Health Trainers, free swimming for school children in the holidays, Wiltshire school bullying video, mental health first aid training, day centre and employment support and we are committed to continue to invest in and support these and similar activities.

Where possible, individuals with mental health problems are treated in the community as this supports long term recovery, is more cost effective, preferred by patients and allows for building of community resilience and reduction of stigma and discrimination. The scope for improving decision making on whether to treat using an inpatient mental health service or within the community will be further explored. We are consistently achieving the NHS target for the proportion of people who are promptly followed up after discharge that were treated using a Care Programme Approach.

We currently commission a range of specialist mental health community services which include:

- Vocational
- Social inclusion
- Statutory and generic advocacy
- Community support
- Supported housing schemes.

Residential care placements are purchased from a variety of providers, and provide accommodation with care and support for the most vulnerable service users, many of whom have long term and enduring mental health issues. Except in a few cases

**Psychiatric input improves the quality and safety of care, and enhances effective discharge and ongoing community care.**

it is always our intention to enable people to move onto less supported options and living independently in the community.

The development of these services to meet the future needs of the people of Wiltshire will be examined and set out in a Joint commissioning strategy.

In 2014 Avon and Wiltshire mental health partnership Trust (AWP) is commissioned by Wiltshire Clinical commissioning group to provide secondary clinical services and the mental health social work service is provided by Wiltshire Council. Additionally there are projects commissioned by public health to promote wellbeing and to deliver on the prevention agenda. A full list of these can be seen in the table at Appendix 1. Wiltshire CCG and AWP have agreed a local Commissioning for Quality and Innovation (CQUIN) for 2014/15 which is a set of actions and targets for improving service delivery.

The success of our approach so far is illustrated by the results of the national subjective wellbeing annual population survey 81.2% of respondents said they were satisfied with life, 72.8% had been happy yesterday, with 34.5% experiencing anxiety the previous day. These statistics show an improving trend and compared well against the national average.

# What will we seek to improve?

## What will we seek to improve?

To achieve the outcomes described on page 4 will require a holistic approach which touches on all aspects of a person's life not just their medical needs and a recognition of the benefits of good quality housing, employment and supportive relationships.

There is a growing body of evidence about the things that can help maintain or improve mental wellbeing. The benefits of nature and access to the environment, arts and culture, physical exercise, continued learning and contact with other people are recognised as contributing factors to our emotional wellbeing and to assisting in recovery from mental ill health. We will work with partners and communities to provide or signpost to a range of 'social prescribing' options utilising our local assets (parks and green spaces, theatres and museums, libraries etc) and resources (volunteers, organisations).

It is important to identify and fill any gaps between public health and prevention and the primary and secondary mental health services in order to ensure the ongoing care of people with severe and ongoing mental health issues but who are not ill enough to meet current eligibility criteria for secondary care. There is a national drive to improve the number of people with mental ill health who are in employment (national figures indicate that only 1 in 10 are currently in employment) and it is important to determine what support can be provided to assist people in achieving their potential.

In order to deliver on our aim for Wiltshire, we will focus on some key areas for development. These priorities have been informed by the outcomes of the stakeholder and service user focus groups, local and national policy development and the evidence of need in the Joint Strategic Needs Assessment.

## The Five Ways to Wellbeing are a set of evidence-based actions which promote people's wellbeing.

- **Connect** - Social relationships are really important for your wellbeing and people who take time to connect with other people have a buffer against mental ill health
- **Be Active** - Regular physical activity at any level is known to be connected to lower levels of anxiety and depression
- **Take Notice** - taking notice of the things around you at this moment can increase self-awareness and help you to focus on the things that are important in your life.
- **Keep Learning** - Continued learning through life improves self-esteem, encourages social interaction and a more active life
- **Give** - People who have a greater propensity towards helping others are more likely to report themselves as being 'happy'



### 1. Prevention and early intervention

- Ongoing support and education in acquiring life skills such as parenting, employment, aspiration, self-direction, participation, engagement and healthy lifestyle choices around eating, exercising and smoking.
- Recognise and innovate around known rising triggers to poor mental health, especially loneliness, unemployment, boredom, alcohol and drug use and self-harm.
- Create better signposting to resources and education that promote and support mental health and wellbeing, including volunteering, leisure and physical activity opportunities. This will include an information and advice portal currently being commissioned.
- Improve pathways for expectant and new mothers.
- Further develop the evidence base around mental health in Wiltshire to improve our understanding and inform service development (for example to gain a better understanding of excess mortality for people aged under 65 with psychosis).

### 2. Promoting emotional wellbeing

- Together with our partners, we will work with communities to ensure community life in Wiltshire supports mental health and wellbeing by promoting better understanding and awareness of mental health issues to reduce stigma.

### 3. Personalised recovery based services

- Jointly commission a range of flexible services to enable patients to create their personalised recovery plan.
- Educate service users to understand their own health issues and aid themselves in a journey of health and wellbeing.
- Explore the provision of increasingly diverse prevention, support, education and treatment pathways to maximise inclusivity for every type of mental health disorder (Wellbeing College).
- Ensure that clinical pathways are robust and support patients in transition between care.

#### 4. Effective and efficient use of resources

- Multi-Agency working, training and care between mental health, emergency, prison and probation services.
- Review mental health provision in the out of hours period to ensure that people can access to the right type of care or advice whenever the need
- Continue to work closely with our partners to ensure that care at times of crisis is appropriate and that the government Crisis Care Concordat (Mental Health Crisis Care Concordat – Improving outcomes for people experiencing mental health crisis) is implemented as appropriate across the county.
- Design and deliver mental health and wellbeing within the county through Joint Commissioning.
- Ensure that there is a fit for purpose protocol and process in place to enable continued healthcare placements and aftercare packages following hospital discharge.

#### 5. Closer engagement with service users, families and carers

- Undertake analysis of gaps in service for specific areas of need and explore options for further development of services where

gaps exist. Areas might include: ADHD, personality disorder, provision of whole person services where a dual diagnosis exists, post-traumatic stress disorder, autism, veterans, perinatal/parent-child health, prison/probation mental health.

- Evaluate the ease of access and spread across the county of our services both acute and preventative, especially as many vulnerable individuals do not have independent transport, and respond accordingly.
- A commitment to assess and respond as appropriate to unexpected but significant new need and demand.
- Ensure user involvement and participation in development of services.

#### 6. Integrated working between statutory services with wider community and voluntary sector involvement

- Wider multi-disciplinary teams who work together to achieve positive outcomes for those with mental health issues and their families. Increased access to and utilisation of specialist knowledge including non-health professionals and carers/family members, clear pathways to access mental health assessment and advice.

- Effective use of information technology, including data collection and sharing of information.
- Widen the use of multi-agency mental health first aid training for staff with public facing roles to provide greater awareness of how to identify and deal with mental health issues without causing escalation.
- A clear and robust interface with learning disability services.
- Ensure information is shared between agencies as appropriate to reduce the need for multiple assessments where possible.
- Share and keep up to date good practice, skills, knowledge and relationships across teams, across disciplines, across employers, across the county, including modern technology, nationally delivered applications and assisted technology with professionals skilled in how to promote and use them.
- Ensure clear pathways through mental health services (primary and secondary) to help service users and professionals understand what is available and how to access.
- Continue to build robust safeguarding mechanisms, but also to promote safeguarding for internet and social media use, especially with more vulnerable groups.
- Ensure that services and resources are provided in such a way they are accessible to our urban and rural communities across the county.



# Other priority Areas

## Other Priority Areas

### Suicide and self-harm

Our primary objectives will be to:

- save lives
- interrupt the cycle of self-harm and suicide.

We will work to enhance protective factors and to reduce risk factors for suicide as outlined in the Suicide and Self Harm Prevention Strategy. We will provide people with support and encouragement to look after their mental health and wellbeing, one of the main risk factors for suicide. We will aim to provide evidence-based care for those affected by self-harm and suicide.

### Military and Veterans

The Wiltshire Council Business plan has an action to build on the work of the Military Civilian Integration Partnership and work closely with other partners to ensure that the right services and infrastructure are in place to support the forthcoming rebasing programme.

We will ensure that the mental health and wellbeing needs of the military and their dependent population as well as veterans are considered in the development of the commissioning and delivery plans which support this strategy.

### Accommodation and transport

- Complete implementation of any remaining relevant recommendations from the supported housing review
- continue to work with partners to assess and address accommodation needs and provision
- work with partners to explore ways of addressing the barrier lack of transport presents to people getting jobs and thus sustaining their mental wellbeing, and respond accordingly.



## Safeguarding

Helping to keep service users, their families and local communities safe from violence, abuse or neglect is essential when providing care for people with mental health problems.

We will work to help people recognise and deal with risks to themselves or others as confidentially as possible. We will listen to the safety concerns of service users and carers, families and communities.

We will ensure that our safeguarding arrangements are underpinned by:

- Up to date policies and processes to safeguard children and adults at risk and to protect the public
- Staff trained in local safeguarding procedures
- Board level leadership and a specialist team that provides advice and support for practitioners in safeguarding people within their practice
- Active membership of local safeguarding and public protection multi agency partnerships working together with other agencies.

## What resources will we make available to deliver this strategy?

In 2013, across all agencies we spent around £66.3m on services relating to mental health and wellbeing. This strategy focusses on doing things differently and improving the way we work together to improve outcomes for people. We will continue to work together to find ways of using the money we spend to have the greatest impact on our aims for Wiltshire.

## How will we know we have made a difference?

We will use a variety of quantitative and qualitative methods to assess the success of this Strategy, and these will focus on achieving positive outcomes for service users, patients and communities. This will include utilising established performance and outcomes frameworks and service user and patient feedback. Success will be regularly monitored through a multi-agency partnership board and the Mental Health Joint Commissioning Group with escalation via the Health and Wellbeing Board where appropriate.

## References

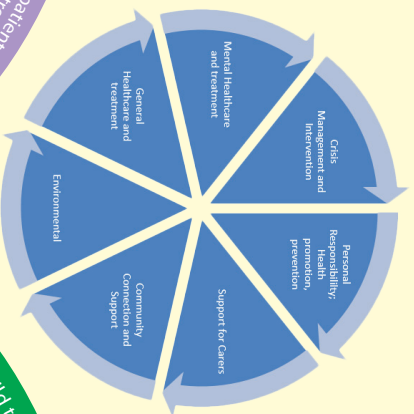
The following documents have informed the development of this service specification:

- Wiltshire Joint Health and Wellbeing Strategy 2013-2014.
- Wiltshire JSA for Health and Wellbeing 2012.
- NHS Wiltshire CCG five year strategic plan 2014-2019.
- Wiltshire Council Joint Strategic Needs Assessment. Mental Health. 2013-2014.
- National Service Framework for Mental Health, 1999 and 2002. Much progress has been made since then to transform the experience of many people affected by severe mental health problems.
- Liaison Psychiatry for every Acute Hospital: integrated mental and physical care. 2013. Royal College of Psychiatrists.
- Whole-person care: from rhetoric to reality. Achieving parity between mental and physical health. 2013. Royal College of Psychiatrists.
- HM Government Mental Health Crisis Care Concordat. Improving outcomes for people experiencing mental health crisis 2014.
- No Health Without Mental Health: Delivering Better Mental Health for All Ages. 2011.
- Securing excellence in commissioning for the Armed Forces and their families 2013.
- Think Autism: Fulfilling and Rewarding Lives, the strategy for adults with autism in England: an update. 2013.
- NICE: Mental wellbeing and older people overview. 2013.
- New Horizons: towards a shared vision for mental health, 2009.
- DH Strategic Commissioning Framework for Mental Health 2009-2014.
- High Quality Care for All - NHS Next Stage Review Final Report 2008.
- NICE. Service user experience in adult mental health: improving the experience of care for people using adult NHS mental health services.
- ONS: Estimates of subjective well-being from the first annual experimental Annual Population Survey (APS) 2013.
- Modernising Mental Health Services in Bristol.
- Guidance for commissioners of acute care – inpatient and crisis home treatment 2013.
- Behind Closed Doors, Acute Mental Health Care in the UK. The current state and future vision of acute mental health care in the UK, Rethink.
- Mind. Listening to experience. An independent inquiry into acute and crisis mental healthcare. 2011.
- Refocusing the Care Programme Approach. 2008.
- Time-to-Change: Inspiring people to work together to end the discrimination surrounding mental health.
- Equality Act 2010: What do I need to know as a carer? 2010.
- Wellbeing benefits from natural environments rich in wildlife: A literature review for The Wildlife Trusts.
- The Mental Health Capacity Act.
- Care Quality Commission. Essential standards of quality and safety. What providers should do to comply with the section 20 regulations of the Health and Social Care Act 2008. 2010.
- Carers and Confidentiality in Mental Health 2004.
- DH. Mental Health Promotion and Mental Illness Prevention, the economic case. 2011.
- HM Government. Mental Health Crisis Care Concordat – Improving outcomes for people experiencing mental health crisis. Feb 2014.
- NHS England Parity of Esteem Programme.

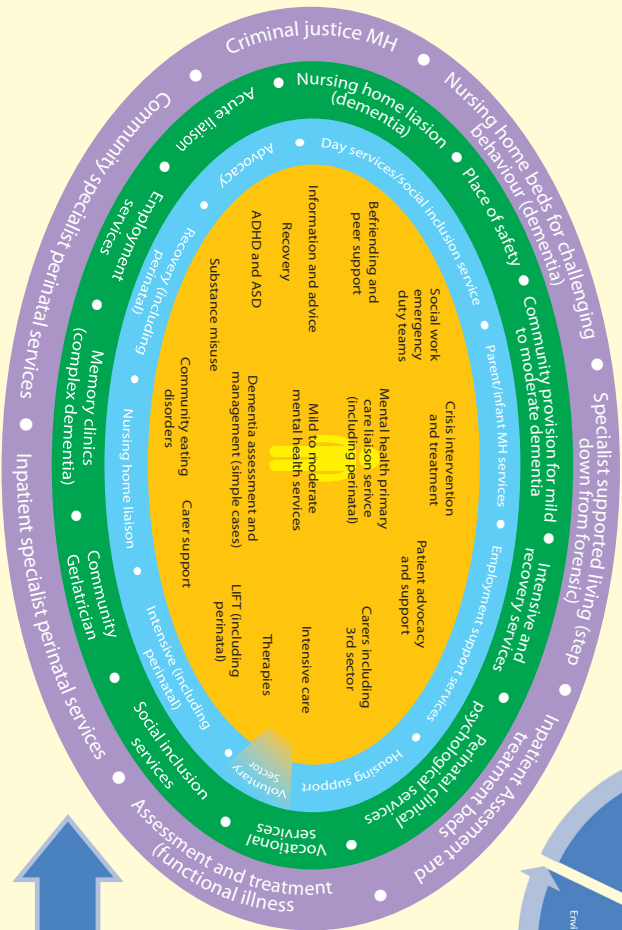
## Links will be made with the following strategies

- Wiltshire Dementia Strategy.
- Wiltshire Children and Young People's Emotional Wellbeing and Mental Health Strategy.
- Wiltshire Suicide and Self Harm Prevention Strategy.
- Domestic Abuse Reduction Strategy.
- Alcohol Strategy.
- Older People's Strategy (in development).

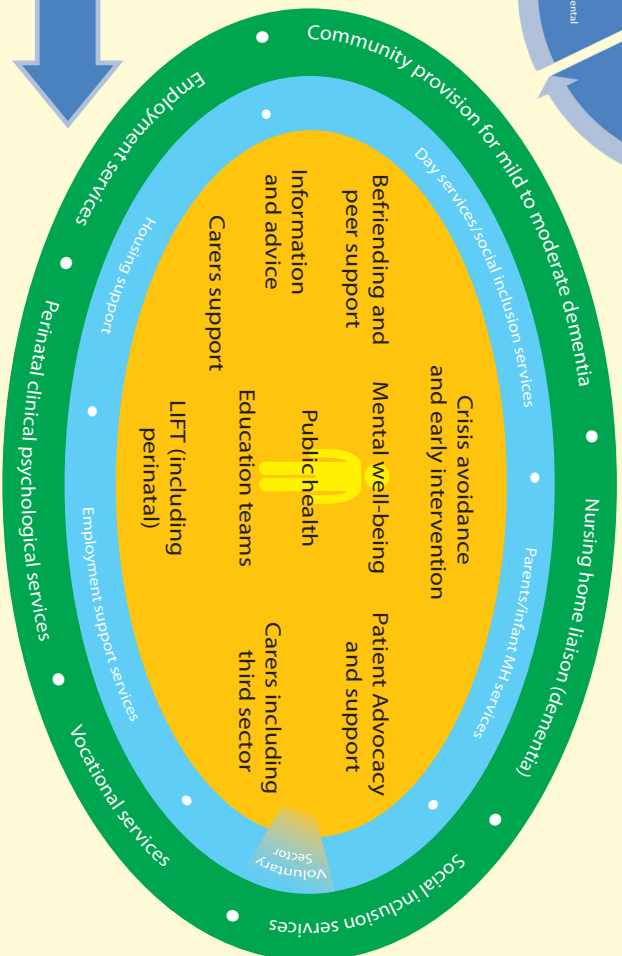
## Future health and care model Mental Health



### Managing ill-health



### Establishing and sustaining wellness and independence



### Maps to the following areas of activity in the Strategy

- Personalised recovery based services
- Effective and efficient use of resources
- Closer collaboration with services users, families, carers
- Integrated working between public services with wider community involvement

### Statutory responsibilities - e.g. Deprivation of liberty (DOL) and safeguarding

### Maps to the following areas of activity in the Strategy

- Prevention and early intervention
- Promoting emotional wellbeing and improving understanding



## Appendix 2 - Current services commissioned in Wiltshire

This section outlines the current commissioned services for Adult Mental Health service users in Wiltshire. Commissioning is a way of planning, agreeing and monitoring services.

### Wiltshire Clinical Commissioning Group

Service	Provider	Jointly Commissioned	Description	Comments
Improving Access to Psychological Services (IAPT)	AWP	No	Primary Care Psychology delivered in the community, anyone can self-refer into the service.	The service is delivering all the national targets. There could be more scope in the future to further develop the service and mainstream it to reduce demand on secondary, specialist mental health and acute care services.
Specialist Mental health Services	AWP	No	Services include adult mental health services and dementia services	Historically there have been concerns about the quality and performance of the services provided. As a result AWP have undertaken significant change and the CCG are working hard to ensure that the improvements delivered continue and are built on
Dementia Diagnosis and Prescribing in Primary Care	GPs	No	The diagnosis and prescribing and on-going care for patients with 'simple' dementia within primary care.	This is a new service which is being commissioned with GPs via a Service Level Agreement managed by the local NHS England Area team. The aim is to ensure that dementia is diagnosed and treated more quickly going forward.
Autistic Spectrum Disorder (ASD)	Three providers via AQP	No	Assessment and diagnosis of ASD	The three providers are AWP, ADRC, (Autism Diagnostic research Centre) and SEQUOL. Of the three providers AWP delivers the majority of work. Commissioning arrangements are being reviewed in 13/14.
ADHD	AWP	No	Service for assessment, diagnosis and care based on a shared care protocol with Wiltshire GPs	The service is currently spot purchased with AWP. Work is progressing to develop a local service based on a shared care protocol with GPs.
AWP CHC / Specialist placements	Various including AWP	S117 is jointly funded	These services comprise of numerous individual contracts to meet the needs of individual patients	These services are commissioned by the CHC team, not the Mental Health Commissioning team.
Two nursing home liaison nurses Two STAR liaison nurses	AWP	No	Community Liaison services to aid with community transformation and to modernise services prior to the Older people's MH service redesign work being taken forward.	The funding is for 12 months only as it is envisaged that when older people's MH services are redesigned more capacity will be made available in the community.
Eating Disorder services, (Tier 3)	Oxford Health	No	Community Eating Disorder services.	Tier 4 services are now commissioned by Specialist commissioning, hosted by NHS England

## Appendix 2 - Current services commissioned in Wiltshire

This section outlines the current commissioned services for Adult Mental Health service users in Wiltshire.

### Wiltshire Clinical Commissioning Group - continued

Service	Provider	Jointly Commissioned	Description	Comments
Eating Disorder services, (Tier 3)	Oxford Health	No	Community Eating Disorder services.	Tier 4 services are now commissioned by Specialist commissioning, hosted by NHS England
CAMHS Tier 3	Oxford Health	Yes	Community support for more complex mental health difficulties. Model of provision includes an outreach service (OSCA), CAMHS for children and young people with a learning disability and a specialist Family Assessment and Safeguarding Service (FASS) to support LA decision-making on whether children can safely remain with their parents.	Tier 4 adolescent inpatient facility at Marlborough House in Swindon is now commissioned by Specialist Commissioning, hosted by NHS England
Rape and sexual abuse support for adult women and men	Revival	No	Providing a non-judgemental, confidential, safe and supportive atmosphere in which you will be given the time and space to explore your present in relation to your past	
Community-based music therapy service working in the field of adult mental health	Soundwell	No	All sessions are participatory and user friendly - people have a wide selection of accessible, multicultural instruments to use. People do not need to have had any previous musical experience to participate in sessions	



## Wiltshire Council - Mental Health

Service	Provider	Jointly Commissioned	Description	Comments
Mental Health Social Work service	Wiltshire Council	No	Providing AMHP duties to all residents and social work to service users known to AWP. Two teams -46.93 FTE staff.	Setup in 2013 following disaggregation from AWP. Sits within Adult Care & Housing Operations Service area.
Specialist Mental Health Housing Team	Wiltshire Council	Yes (agreement for one post)	Providing a bridge between housing and mental health services. 2 FTE's	Staff are based within housing team but line managed by the Specialist Commissioning and Safeguarding Team/
Statutory Advocacy services provided	SWAN	No	Provision of a statutory service - independent mental capacity advocates IMCA and IMCA DOLs and Independent mental health advocates IMHA.	
Generic Advocacy services	SWAN	Yes	Provision of generic advocacy service aimed at vulnerable people which have a particular focus on safeguarding issues.	The NHS complaints service came to Wiltshire Council on 1st April 2013

## Community based services

Vocational Services (DCS0153)	Richmond Fellowship	Yes	A countywide service to improve the confidence, training and skills of service users to achieve work ambitions.	Extension agreed to 31st March 2015
Day Service (DCS0381)	Alabare Include	Yes	Mental Health day services to improve mental wellbeing. The services support personal recovery, increasing social inclusion and support to access mainstream services.	This contract runs from 1st August to 31st July 2013. An 18 month extension to 31st March 2015 has been agreed.
Intensive Community Support Service (DCS0500)	Together	No	A service for adults that require support of a 3-24 month period before transitioning to less supported services.	
Mental Health information and advice service (DCS0440)	Alabare Include	No	Management of a website and directory of resources, delivery of mental health first aid training and number of awareness events.	This contract runs from 1st August to 31st July 2013.
User engagement	WSUN – our time to talk	No	A service user group for people who use mental health services in Wiltshire.	

## Appendix 2 - Current services commissioned in Wiltshire

### Accommodation based services

Service	Provider	Jointly Commissioned	Description	Comments
Supported Housing	Various providers (DCS01810 Rethink)	No	14 Supported Accommodation schemes spread across the county. All deliver a low level of housing related support to prepare people for independent living in the community.	Mental Health Supported Housing Review was completed in February 2013.
Residential/ Nursing Care for Adults of Working Age / Older People	Various providers	No	Many placements are spot purchased due to the complexity of needs AOWA Placements funded by Wiltshire Council are managed through a weekly panel. OA Placements are funded by locality panels to block contracted beds or spot purchased beds in complex cases	Accreditation Scheme - Eight providers have been accredited. The scheme has been developed to ensure quality standards and build relationships.
Care and support at home	Various providers	No	Some packages are spot purchased due to the complexity of needs. There are commissioned providers covering a geographic area in Wiltshire under the H2LaH scheme.	



Wiltshire Public Health

Service	Provider	Jointly Commissioned	Description	Comments
CAB Debt management Project	CAB		Since September 2011, Wiltshire Citizens Advice has provided a one day per week dedicated debt advice service for the service users of Red Gables in Trowbridge. The aim of the project was to improve the mental wellbeing of individuals and to help them to manage their financial affairs themselves.	For 2013/14, CAB will deliver the service across Wiltshire, taking referrals from AWP Recovery Teams
Mental Health First Aid Training	MHFA accredited trainers		Public Health has commissioned Mental Health First Aid (MHFA) training courses which are made available to frontline staff that are most likely to come across people at high risk of developing mental health problems, such as Citizens Advice Bureau debt advisors, housing association staff and those working with older people living in very rural communities. MHFA provides a basic understanding of common mental health problems to enable those who are being trained to identify symptoms and to support someone who is having difficulties in seeking professional help.	
Books on Prescription	Wiltshire Libraries		A scheme provided through libraries to make available a range of books about mental ill health which can be accessed on prescription by anyone referred by their GP	
The Wellbeing Programme	Wiltshire Wildlife Trust		A nature based intervention offering activity outdoors in nature for a range of mental health, physical and wellbeing issues. Participants referred by clinicians (GPs, CMHTs etc) or self-refer (with sign off from a clinician). Effective for prevention, early intervention or support in recovery or as an alternative to clinical treatment.	Originally commissioned by NHS Wiltshire in April 2008. Group based activity, with peer to peer support. Evidenced outcomes for clinical improvements in Mental Health, increased physical activity and progression to training, further volunteering or employment. Delivers against objectives of National mental health strategy and the 6 priority areas in this strategy as well as objectives to improve user experience within the Joint Health and Wellbeing Strategy and Wiltshire CCGs 5 year plan.

# Wiltshire Mental Health and Wellbeing Strategy

ENABLE PEOPLE TO LOOK AFTER THEMSELVES  
ENSURE CHILDREN CAN LIVE, STUDY AND PLAY SAFELY  
LIVING LONGER  
GOOD NEIGHBOUR SCHEMES  
LIVING HEALTHILY  
PEOPLE FEEL SAFE  
LESS TIME IN HOSPITAL  
CUTTING WINTER DEATHS  
ACTIVE ADULTS AND CHILDREN  
KEEP PEOPLE WARM AND WELL IN THEIR HOMES  
BEING SAFE FROM AVOIDABLE HARM  
LIVING FAIRLY  
HEALTHY EATING  
LIVING INDEPENDENTLY  
STOPPING SMOKING  
REDUCE FALLS AND INJURIES FOR OVER 65s



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# Mental Health and Wellbeing Strategy

**Aim:** To create environments and communities that will keep people well across their lifetime, achieving and sustaining good mental health and wellbeing for all.

Delivering six overarching outcomes...

More people with mental health problems will have good physical health

More people with mental health problems will recover

More people will have a positive experience of care and support

Fewer people will experience stigma and discrimination

Fewer people will suffer avoidable harm

More people will have good mental health

...measured by

## Strategic measures and targets by 2021:

- Increase by 10% (to an average of 70%) the number of people with mental illness or disability in settled accommodation (PHOF/ASCOF).
- Maintain at an average of 12% of people with mental illness in employment (NHS OF)
- Decrease the overall variation in excess mortality for adults with severe mental illness by 1%
- Increase overall satisfaction of people (who use services) with their care and support (ASCOF) by 5%
- Increase the proportion of people who use services who say that those services have made them feel safe and secure (ASCOF) by 5%
- Increase the percentage of people with positive attitudes to mental health by 5% (local measure to be developed and baselined)

We will additionally measure and seek to maintain or improve:

- the percentage of people reporting good overall wellbeing (Annual Population Survey ONS)
- the number Hospital admissions as a result of self-harm (PHOF)
- the proportion of people (who use services) who feel they have control over their daily life (ASCOF).

The quality of individual services and the satisfaction of people with those services will additionally be measured by providers and monitored by commissioners.

### Key

PHOF	Public Health Outcomes Framework
ASCOF	Adult Social Care Outcomes Framework
NHS OF	NHS Outcomes Framework



...and implemented through action in six key areas

### Prevention and early intervention

Developing projects, initiatives and contracts that help people maintain a healthy level of emotional wellbeing, and reduce the impact of mental ill health at all stages of their life

### Promoting emotional wellbeing and improving understanding of mental health

Raising awareness of mental health and how to improve emotional wellbeing using information and education

### Personalised services based around helping people recover

Working with a variety to services to help people understand and plan their own recovery

### Making effective and efficient use of resources

Seeking to continuously improve systems and processes and sharing knowledge and good practice

### Improving engagement with service users, carers and families

Ensuring that customer/patient needs are at the centre of all that we do

### Improving integrated working between statutory services with wider community involvement

Ensuring an approach that treats the whole person and helping to enable them to remain independent in their communities

# Lead agencies and action

## Prevention and early intervention

### Wiltshire Council Public Health will:

- arrange for training in behaviour change techniques to be delivered to staff in GP practices through the integrated community teams
- pilot and evaluate a range of social/alternative prescribing options, starting with arts on prescription, in a variety of GP practices.
- scope the options for a full social prescribing\* service to be tailored to suit the different GP 'clusters' in Wiltshire
- work with HealthWatch to ensure that the web portal 'Your Care Your Support' has good quality information on mental wellbeing with a view to developing a virtual Wellbeing College\* in the longer term.

\* The term 'social prescribing' is a means of enabling primary care services to refer patients with social, emotional or practical needs to a range of local, non-clinical services, often provided by the voluntary and community sectors.

\* Wellbeing College: aims to provide people with the knowledge, skills and confidence to manage your health and wellbeing or that of the person they care for.

### Wiltshire Council and Wiltshire CCG Joint Commissioning team will:

- continue to monitor performance of contracts and views of those who use services to ensure that they are meeting needs
- improve the analysis and understanding of comparative information about other CCG areas to help identify good practice.

## Promoting emotional well-being and improving understanding of mental ill health

### Wiltshire Council Public Health will:

- develop a programme of mental health awareness raising with supporting information pack to be delivered in communities and workplaces
- promote the emotional wellbeing elements of the health trainers role
- explore the options for establishment of a mindful employers network in Wiltshire
- work with colleagues to implement the mental health and wellbeing categories of the Wiltshire Council Workplace Charter action plan.

### Wiltshire Council Adult Social Care will:

- work with partners to develop resources that will teach people living with mental ill health and their families, carers and employers about:
  - what their rights are
  - what they can/cannot expect from services
  - how they can avoid discrimination.

### Wiltshire CCG will:

- work to promote the Parity of Esteem programme which aims to ensure that mental health is valued equally with physical health.
  - Includes the development of a new service to provide early access to treatment and support for people with psychosis.

## Personalised Services based around helping people to recover

### Wiltshire Council and Wiltshire CCG Joint Commissioning team will:

- undertake a contract review and re-tender for revised services to deliver vocational and social inclusion provision and advocacy services
- hold service user focus groups to inform any contract revision or new service
- map services currently being delivered by known providers
- undertake contract reviews for all services on a rolling basis as they come up for renewal to include developing outcome based service specifications
- explore the implementation of integrated Personal Health Budgets in mental health
  - including roll out of staff training.

### Wiltshire CCG will:

- establish a steering group to investigate options to improve systems for managing people with personality disorders in the community
- undertake a review of discharge pathways and procedures for people moving from specialist beds into long term residential and nursing care
- undertake a service review to develop improvements in liaison between primary care and Mental Health Provider (AWP).

### Wiltshire Council Public Health will:

- continue to utilise self-harm registers at the three NHS hospitals in the area in order to better understand self-harm incidents and explore provision of appropriate support.



# Making effective and efficient use of resources

## Wiltshire CCG will:

- work with other agencies towards a multi-agency approach to all training by mapping current availability for agencies and providers and conducting a needs assessment for mental health training
- review mental health provision in the out of hours period and develop an approach to fill any gaps (linking in with work being undertaken by the Crisis Care Concordat)
- evaluate the street triage pilot currently in operation in the Police control room
- continue to develop and promote 'mutual expectations' documentation between providers and services to assist with preventing avoidable harm.

## Wiltshire Council and Wiltshire CCG Joint Commissioning team will:

- produce an annual Joint Commissioning Intentions Statement to include commissioning of services which include prevention and early intervention options
- develop a Mental Health Market Position Statement to provide strategic overview and identify future direction of mental health services
- ensure appropriate and timely commissioning of services as contracts expire
- ensure that there is a fit for purpose protocol and process in place to enable continued healthcare placements and aftercare packages following hospital discharge.

## Wiltshire Public Health will:

- assist with promotion of existing 'Safe Places' across the county to ensure people who are living with a mental health condition are aware of these.

# Improving engagement with service users, carers and families

## Wiltshire Council Public Health will:

- set up a partnership board for mental health and wellbeing, ensuring that service users, carers and families are an integral part of the work of this board
- promote existing Mental Health First Aid training and ensure it is appropriately targeted at priority groups
- implement and promote regionally funded ASIST suicide reduction training ensuring it is appropriately targeted.

## Wiltshire Council and Wiltshire CCG Joint Commissioning team will:

- invite a group of service users to be involved at an early stage whenever new policy or services are being developed
- develop a closer relationship with existing service user involvement groups.

## Wiltshire CCG will:

- evaluate the ease of access and spread across the county of our services
- undertake analysis of gaps or duplications in service for specific areas of need and explore options for further development where gaps exist.

# Improving integrated working between statutory services with wider community and voluntary sector involvement

## Wiltshire CCG will:

- work with AWP and Wiltshire Council towards alignment of mental health social work teams with secondary care providers
- work with integrated community teams to ensure that community based models are achieving positive outcomes for people with mental ill health and their families
- continue the process of 'system wide' reviews of service provision including ensuring there are clear and comprehensive care pathways which also cover prevention and early intervention.

## Wiltshire Council and Wiltshire CCG Joint Commissioning team will:

- work with AWP and other providers to facilitate appropriate data sharing across all organisations
- scope the adoption of a consistent assessment format for all agencies, working towards a 'Single View of the Customer' approach and enabling people to say things once
- ensure that mechanisms are in place to identify and disseminate to all agencies emerging policy and legislative developments.

## Wiltshire Council Public Health will:

- share information regularly on what works well both nationally and locally.

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**Wiltshire Council**

**Cabinet**

**15 March 2016**

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**Subject: Wiltshire Council's Housing Board –  
Annual Report to Cabinet**

**Cabinet member: Councillor Jonathon Seed  
Cabinet Member for Housing, Leisure,  
Libraries and Flooding**

**Key Decision: No**

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## **Executive Summary**

The purpose of this report is to update Cabinet regarding the activities of Wiltshire Council's Housing Board between December 2014 and November 2015 and comply with its Terms of Reference which requires an update to be provided to Cabinet.

Throughout this period, the Board has engaged in a range of activities to shape the service offered to residents and their families, further increase service quality via appropriate monitoring mechanisms, encourage resident engagement and protect the reputation of the council as a landlord by ensuring a robust Business Plan is implemented.

Areas focused on by the Board have included the Housing Revenue Account (HRA), including the 30 year Business Plan and the Decent Homes Standard, Asset Management, rent and service charges, council house building and resident engagement arrangements, including implementation of entirely new engagement opportunities for residents. Members revised Key Performance Indicators (KPIs) for the service and monitored these on a quarterly basis, received updates on the new Allocations Policy, 'Right to Buy' changes and the associated split, and considered a new Responsive Repairs Delivery Model, specifically the establishment of a Wholly Owned Subsidiary (WOS), which was subsequently agreed by Cabinet.

Investment Works programme details were considered, a suite of new policies and procedures were implemented and members approved an Income Management strategy and received a Housing Income Performance Report, whilst also completing their training and the agreed Appraisal System.

Via a working group, participants reconfigured the services' Risk Register

and ensured it was brought into line with corporate expectations, corporate guidance and the corporate Business Plan; it developed its sub-committee, the Housing Assurance Panel (HAP) with a Roles and Relationships Protocol, appointed its Chairman and updated its Terms of Reference. As the HAP is the Board's scrutiny group, the first 2 housing scrutiny projects were considered and recommendations for further improvements made. The Board is now represented by 2 members, on the Council House Building Programme Board. Engagement with a Peer Review is expected to be followed by a Wiltshire Council Overview and Scrutiny project.

Contributing to the services Annual Report to tenants and leaseholders for 2014/15 was fulfilled, and members contributed to the ongoing development of a Housing Strategy, whilst also looking at a potential restructure within housing and the council's refugee commitments. Scheme conversions were also brought to the Board for their input.

The Board's Annual General Meeting included an overview of the year, presented by the Chairman and an update on the budget position, as well as an unused question and answer session. Participants shaped complaints reporting and the development of tenancy inspections, and received an update on the effects of welfare reform on Wiltshire Council tenants.

The Board integrated the outcome of the General Election 2015, the Summer Budget 2015 and the Comprehensive Spending Review and Autumn Statement from November 2015, into its work and assigned 'Responding to Change', including the changing nature of Government policy, to its Away-Day, held in January 2016. As part of their Away-Day, the Board have agreed:

- In respect of the impact on high income tenants, for locally based advice sessions to be held.
- For reserves to be utilised to address the situation for the coming months, after which different options would be presented to them.
- For information relating to under-occupation and over-occupation, by bedroom size and location, to be presented.
- To use the Open Market Register (OMR) to help people to access other forms of affordable housing (as opposed to social or affordable rented housing).
- The need for a wider social housing register bringing in more people.
- Improvement of the Housing Assurance Panel (HAP – scrutiny) by adding members and involving tenants on a case-by-case basis.

- Improved focus on using the Borough Wide Group (BWG) as a consultation body and to consult residents more.
- For the service to proceed with its desktop exercise looking at the regeneration of The Friary, as soon as possible.
- To receive a completed Stock Condition Survey and a list of non-economically viable housing (in terms of long term repair and maintenance costs).

Board members operate in a fair and balanced manner, maintain their independence and make recommendations to Housing Services; the Board can also make recommendations to Cabinet; however, powers cannot and have not been conferred on the Board so as to enable it to make binding decisions, as outlined in the Paper passed by Cabinet on 22 January 2013.

The Housing Board is nearing completion of its first 4 year cycle, which is linked to the council's local electoral cycle. This provides a sensible opportunity for the service to strategically assess and review the operations of the Board, both in terms of its work and how it interacts with the Executive structure of Wiltshire Council.

The service is minded to engage external independent support, to strategically assess and review the Housing Board, evaluate our current arrangements against those considered as good practice and provide commentary on how other local authorities manage their own council housing stock.

### **Proposal**

For Cabinet to note this Annual Report.

### **Reason for Proposal**

Wiltshire Council's Housing Board's Terms of Reference require an Annual Report to be presented to Cabinet.

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Telephone: 01225 713951

19 January 2016

## Wiltshire Council

### Cabinet

15 March 2016

---

**Subject:** Wiltshire Council's Housing Board –  
Annual Report to Cabinet

**Cabinet member:** Councillor Jonathon Seed  
Cabinet Member for Housing, Leisure,  
Libraries and Flooding

**Key Decision:** No

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#### 1. Purpose of Report

- 1.1 To update Cabinet regarding the activities of Wiltshire Council's Housing Board between December 2014 and November 2015 and comply with its Terms of Reference which requires an update to be provided to Cabinet.

#### 2. Relevance to the Council's Business Plan

- 2.1 As part of their Away-Day in 2014, the Board set future priorities, which were constructed to complement the Council's Business Plan.

#### 3. Background

- 3.1 At its 22 January 2013 meeting, Cabinet resolved that it approved the setting up of a Management Board for the governance of council housing consisting of an equal number of Councillors, tenants and independents, with a recommendation that such a panel should be in place by April 2013.
- 3.2 Appointments to the Board were made in November 2013 and December 2013 and the Board held its inaugural meeting on 17 December 2013. In January 2014, the Board introduced 'Open Sessions' at the beginning of each meeting where residents could attend and put questions to Board members.
- 3.3 Board meetings are approximately held on a bi-monthly basis:
- a) For the year 2015, meetings were scheduled and held in January, March, May, July, September (held in October) and November.
- 3.4 The Board's Annual General Meeting was held on 30 November 2015.

#### **4. Overview (December 2014 – November 2015)**

- 4.1** The Board did not have a meeting scheduled for December 2014.
- 4.2** Between January 2015 and March 2015, the Board received a presentation giving an overview of Asset Management throughout 2014 and a Resident Engagement Update which included agreeing to fold Older Persons' Panels into Local Housing Panels as per resident feedback; it considered Affordable Housing Delivery Options and Budget Setting for Housing Services. Participants were updated on 'Right to Buy' receipts and the associated split, and revisited the Boards' objectives, particularly regarding the Responsive Repairs Delivery Model and received Key Performance Indicators (KPIs) data.
- 4.3** Furthermore, between January 2015 and March 2015, the Board were presented with the services' Risk Map, appointed a Chairman to its scrutiny sub-committee, the Housing Assurance Panel (HAP), and established a Roles and Relationships Protocol with the HAP. The Board put forward an independent member to sit alongside the Board's Chairman, on a separate Board, namely the Council House Building Programme Board. Housing Allocations provided a policy update, Investment Works programme details were presented and a Housing Services Policy Review update was received, and Board members engaged in theme based policy and procedure cohort groups. Income Management presented its strategy; rent setting definitions were confirmed; and Board members affirmed their commitment to co-operate with a proposed Peer Review and a Wiltshire Council Overview and Scrutiny project, if commenced.
- 4.4** Members also engaged in training and development, much of which was conducted alongside members of their sub-committee, the HAP, and were also asked to complete the agreed Board Appraisal process.
- 4.5** Throughout April 2015 and June 2015, Board members were presented with a Resident Engagement Update focused on the Borough Wide Group (BWG), the lettings and KPIs relating to garages, alongside the KPIs for the year 2014/15 and agreed KPIs for the year 2015/16, in accordance with their already agreed Board priorities. A Budget Update was presented and the implications of the General Election 2015 were considered. Deleting some minor property charges were agreed in principle; an update on the HAP was provided; and the Board established a working group to reconfigure the Risk Register and bring it suitably into line with corporate expectations, corporate guidance and the corporate

Business Plan. The service implemented a suite of new policies and procedures, which had been approved by Board members.

- 4.6** Between July 2015 and September 2015, the implications of the Summer Budget 2015 were considered, Housing Income presented its Performance Report for the year 2014/15 and a Budget Update was presented. Also, participants considered the KPIs for 2015/16 Q1 and received the HAP's first scrutiny project, entitled 'Introduction to a Tenancy'. Housing Allocations statistics, the reconfigured Risk Register and the services Annual Report to tenants and leaseholders for 2014/15, were all presented to members. An update on the Peer Review and potential restructure were considered and clarification was provided regarding the ending of tenancies following the death of a tenant.
- 4.7** The Boards September 2015 meeting was held in October 2015, which included amending the HAP's Terms of Reference and considering the management response to the HAP's first scrutiny project. Also, a presentation from Palmer Housing Consultants Ltd (via an attached consultant) around the Housing Strategy was received, alongside details of the Scheme Priority Ranking and an update from Housing Income. Participants were also presented with Cabinet and Cabinet Capital Assets Committee reports in relation to converting schemes, council house building and the establishment of a Wholly Owned Subsidiary (WOS). Wiltshire Council's refugee commitments were also discussed.
- 4.8** In November 2015, the Board held its second Annual General Meeting, which included a Housing Revenue Account (HRA) Finance Update and the Chairman's overview of the year. Programmed into the agenda, was a question and answer session. There were no public attendees; the question and answer session was unused.
- 4.9** Additional areas covered include:
- a) Effects of welfare reform on Wiltshire Council Tenants.
  - b) Council House Building Programme.
  - c) Hard-to-lets.
  - d) Sheltered Housing Remodelling – Nadder Close, Tisbury.
  - e) Complaints Report (2015/16, H1).
  - f) Proposed Development of Tenancy Inspections.
  - g) Resident Engagement: Review of Arrangements.
  - h) Report Back on Peer Review.
  - i) 2015/16 Q2 Performance Report (KPIs).
  - j) HAP's second scrutiny project, entitled 'Voids'.
  - k) Management Response to the HAP's 'Voids' Report.



- l) HAP Update including its forward work plan and a social media recruitment campaign for January 2016.
- m) Restructure Proposals.

## **5. Priorities (December 2014 – November 2015)**

- 5.1** November 2014 saw the first Board Away-Day entitled 'Fit For The Future' which resulted in the Board agreeing its strategic objectives for the forthcoming year (2015/16).
- 5.2** The Board's second Away-Day was held in January 2016. Entitled 'Fit For The Future – Responding to Change', the session focused on new policies from Government, including Welfare Reform. Information from the General Election 2015, the Summer Budget 2015 and the Comprehensive Spending Review and Autumn Statement from November 2015, were incorporated.
- 5.3** Board members were provided with presentations on and asked to consider the implications of:
- a) Housing and Planning Bill:
    - i) What is the bill and what does it contain?
    - ii) What are the welfare reforms?
    - iii) Housing Peer Challenge.
  - b) Finance and Budgets:
    - i) Rent reduction of 1% per annum for 4 years.
    - ii) What does this mean?
    - iii) Impact on income, expenditure and reserves.
    - iv) Implications for the 30 Year Business Plan.
- 5.4** As part of their Away-Day, the Board have agreed:
- a) In respect of the impact on high income tenants, for locally based advice sessions to be held.
  - b) For reserves to be utilised to address the situation for the coming months, after which different options would be presented to them.
  - c) For information relating to under-occupation and over-occupation, by bedroom size and location, to be presented.
  - d) To use the Open Market Register (OMR) to help people to access other forms of affordable housing (as opposed to social or affordable rented housing).
  - e) The need for a wider social housing register bringing in more people.

- f) Improvement of the Housing Assurance Panel (HAP – scrutiny) by adding members and involving tenants on a case-by-case basis.
- g) Improved focus on using the Borough Wide Group (BWG) as a consultation body and to consult residents more.
- h) For the service to proceed with its desktop exercise looking at the regeneration of The Friary, as soon as possible.
- i) To receive a completed Stock Condition Survey and a list of non-economically viable housing (in terms of long term repair and maintenance costs).

**5.5** Board members operate in a fair and balanced manner, maintain their independence and make recommendations to Housing Services; the Board can also make recommendations to Cabinet; however, powers cannot and have not been conferred on the Board so as to enable it to make binding decisions, as outlined in the Paper passed by Cabinet on 22 January 2013.

## **6. Review**

**6.1** The Housing Board is nearing completion of its first 4 year cycle, which is linked to the council's local electoral cycle. This provides a sensible opportunity for the service to strategically assess and review the operations of the Board, both in terms of its work and how it interacts with the Executive structure of Wiltshire Council.

**6.2** The service is minded to engage external independent support, to strategically assess and review the Housing Board, evaluate our current arrangements against those considered as good practice and provide commentary on how other local authorities manage their own council housing stock.

## **7. Safeguarding Implications**

**7.1** There are no significant safeguarding implications associated with this proposal.

## **8. Public Health Implications**

**8.1** There are no significant public health implications associated with this proposal.

## **9. Corporate Procurement Implications**

**9.1** There are no significant corporate procurement implications associated with this proposal; although should the Board make recommendations regarding

procurement of services to be delivered to residents, then this will become a consideration.

## **10. Equalities Impact of the Proposal**

10.1 All Board members operate in and treat all residents in a fair and balanced manner, maintain their independence and make recommendations to Housing Services. Board members do not represent a particular area; they represent all council residents in the county of Wiltshire and make recommendations in the best interests of all council residents in Wiltshire.

## **11. Environmental and Climate Change Consideration**

11.1 There are no significant environmental or climate change implications associated with this proposal.

## **12. Risk Assessment**

**12.1 Risks that may arise if the proposed decision and related work is not taken:** Wiltshire Council's Housing Board would fail to meet the requirements of its Terms of Reference, namely to provide an Annual Report to Cabinet and potential deterioration of or missed opportunity to improve services if the Board were not to focus their efforts on the identified priorities.

**12.2 Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks:** Wiltshire Council's Housing Board may fail to make recommendations which improve services for residents and their families, missing an opportunity for improvement, or make recommendations which leads to a deterioration of service quality.

12.3 Powers cannot and have not been conferred on the Board so as to enable it to make binding decisions, as outlined in the Paper passed by Cabinet on 22 January 2013. The Board makes recommendations to Housing Services and can make recommendations to Cabinet.

## **13. Financial Implications**

13.1 There are no significant financial implications associated with this proposal.

## **14. Legal Implications**

14.1 There are no significant legal implications associated with this proposal.

## **15. Options Considered**

15.1 A formal report to Cabinet is required. No alternative options were considered.

## **16. Conclusions**

16.1 There is increasing evidence that Wiltshire Council's Housing Board is having a positive impact on the quality of service provision to residents and their families, has itself created an additional opportunity for residents to engage with the service and shaped further engagement opportunities.

## **17. Proposal**

17.1 For Cabinet to note this Annual Report.

## **18. Reason for Proposal**

18.1 Wiltshire Council's Housing Board's Terms of Reference require an Annual Report to be presented to Cabinet.

**James Cawley**  
**Associate Director –**  
**Adult Care Commissioning, Safeguarding and Housing**

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19 January 2016

## **Background Papers**





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

None.


## **Appendices**

Appendix 1 – Wiltshire Council's Housing Board 2015/16 Annual Plan.


# Wiltshire Council Housing Board 2015/16 Annual Plan

Action Status	
	Unassigned; Check Progress
	Not Started
	In Progress; Assigned
	Completed


## ASSET MANAGEMENT


Status	Action	Progress	Managed By	Business Plan 2013 -17	Due Date
	Develop a Maintenance Service a maintenance service and programme which is achievable and delivered; alongside a responsive, effective, customer friendly repairs service (develop an appropriate response and repairs model).	<input data-bbox="1205 347 1355 391" type="text"/>	Dave Hellier	We will encourage the building of 2,000 new affordable homes by 2017, work closely with social housing providers and invest £46 million to refurbish council housing in south Wiltshire.	31-Mar-2016
<b>Desired Outcome</b> Page 142 <b>Notes</b>	<p><b>Customer Outcomes:</b> Knowledge that Wiltshire Council's Housing Management service is providing value for money and investing in either existing sustainable stock or reinvesting in building new homes</p> <p><b>Housing Management Outcomes:</b> Best use of financial and property assets assured; Robust stock data maintained to enable us to forecast accurate programme to maintain high performing stock.</p> <p>Dave Hellier</p>				

# BUDGETING

Status	Action	Progress	Managed By	Business Plan 2013 -17	Due Date
	To be financially robust and secure.	<input type="text"/>	Heads of Service	We will work with partners to support people affected by welfare reform, and through employment reduce the number of people on the benefits system in Wiltshire – we will work with the Department of Work and Pensions to support claimants to make the transition from existing structures to Universal Credit.	31-Mar-2016
<b>Desired Outcome</b>	<b>Customer Outcomes:</b> Service efficiencies; Value for Money (VfM) for their rent and service charges <b>Housing Management Outcomes:</b> Efficient service; Compliance with VfM regulatory standard; improved financial performance				
<b>Notes</b>	Head of service - No adverse variances in management accounts.				


## DEVELOPMENT

Status	Action	Progress	Managed By	Business Plan 2013 - 17	Due Date
	Build more Wiltshire Council homes for Wiltshire residents (based on local requirements).	<input type="text"/>	James Cawley/Janet O'Brien	Invest to refurbish council housing and encourage the development of new affordable homes, including supported living	31-Mar-2016
<b>Desired Outcome</b>	<p><b>Customer Outcomes:</b> New and improved homes, issues addressed  <b>Housing Management Outcomes:</b> Improved products (lower cost / higher quality) - inform future - products of choice. Survey for tenants of new build properties which incorporates questions relating to the property in terms of quality, usability, design and longevity. The responses will be used to inform our decisions regarding future schemes. It also highlights any management issues that may have emerged over the period since occupation.</p>				
<b>Notes</b>	Janet O'Brien -				


Status	Action	Progress	Managed By	Business Plan 2013 - 17	Due Date
	Develop understanding the effects of building components & technology in new homes	<input type="text"/>	Janet O'Brien	Invest to refurbish council housing and encourage the development of new affordable homes, including supported living	31-Mar-2015
<b>Desired Outcome</b>	<p><b>Customer Outcomes:</b> Low maintenance components – attractive homes, desirable – choose to stay in their homes  <b>Housing Management Outcomes:</b> Better specification leading to lower maintenance costs – longevity of schemes</p>				
<b>Notes</b>	Janet O'Brien -				




## REPAIRS

Status	Action	Progress	Managed By	Business Plan 2013 - 17	Due Date
	Ensure Repairs Panel have meaningful input into service improvement	<input data-bbox="1279 459 1426 507" type="text"/>	Dave Hellier	People in Wiltshire work together to solve problems locally and participate in decisions that affect them	31-Mar-2016
<b>Desired Outcome</b>	<b>Customer Outcomes:</b> More involvement and ownership by panel; a service that meets residents needs more fully <b>Housing Management Outcomes:</b> Improved service delivery. Better satisfaction levels				
<b>Notes</b>	Dave Hellier -				

## RESIDENT ENGAGEMENT

Status	Action	Progress	Managed By	Business Plan 2013 - 17	Due Date
	Develop the role of the Housing Assurance Panel	<input type="text"/>	WCHB	Creating stronger and more resilient communities People in Wiltshire work together to solve problems locally and participate in decision that affect them	31-Mar-2016
<b>Desired Outcome</b>	<b>Customer Outcomes:</b> Residents receive training to do the job and will have more direct input into service improvements <b>Housing Management Outcomes:</b> Services are scrutinised from an objective resident perspective and constructive ideas for improvement identified;				
<b>Notes</b>	Ian Seekts – The 11 member Panel is yet to be recruited to. Due to insufficient applications following advert. The posts have been re-advertised				

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Status	Action	Progress	Managed By	Business Plan 2013 -17	Due Date
	Better engage with residents to deliver a personalised approachable service (yearly or bi-annual contact).	<input type="text"/>	Dot Kronda	Creating stronger and more resilient communities	31-Mar- 2016
<b>Desired Outcome</b>	<b>Customer Outcomes:</b> Residents are able to access a greater range of services with less barriers <b>Housing Management Outcomes:</b> Providing services that are inclusive and have taken equality impacts into account				
<b>Notes</b>	Dot Kronda -				



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**Wiltshire Council**

**Cabinet**

**15<sup>th</sup> March 2016**

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**Subject:** Update on Q3 2015/16 outturns reported as part of the corporate performance framework including the Citizens' Dashboard and the strategic risk register

**Cabinet member:** Councillor Dick Tonge – Cabinet Member for Performance and Risk

**Key Decision:** No

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### **Executive Summary**

This report provides a quarter three update on outturns against the measures and activities compiled and reported through the council's website via the [Citizens' Dashboard](#) and other key measures, as well as latest outturns on the council's strategic risk register.

### **Proposal(s)**

To note updates and outturns against the measures and activities ascribed against the council's key outcomes.

To note updates and outturns to the strategic risk register.

### **Reason for Proposal**

The performance framework compiles and monitors outturns in relation to the outcomes laid out in the Business Plan. The framework is distilled from individual services' delivery plans. In doing so, it captures the main focus of activities of the council against each outcome.

The strategic risk register captures and monitors significant risks facing the council: in relation to significant in-service risks facing individual areas, in managing its business across the authority generally and in assuring our preparedness should a national risk event occur.

**Maggie Rae**  
**Corporate Director**

**Subject:** Update on Q3 2015/16 outturns reported as part of the corporate performance framework including the Citizens' Dashboard and the strategic risk register

**Cabinet member:** Councillor Dick Tonge – Cabinet Member for Performance and Risk

**Key Decision:** No

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### **Purpose of Report**

1. This report provides a quarter three update on outturns against the measures and activities compiled and reported through the council's website via the Citizens' Dashboard and other key measures, as well as latest outturns on the council's strategic risk register.

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

2. This report updates Cabinet on outturns and significant activities against each of the outcomes contained in the Business Plan.

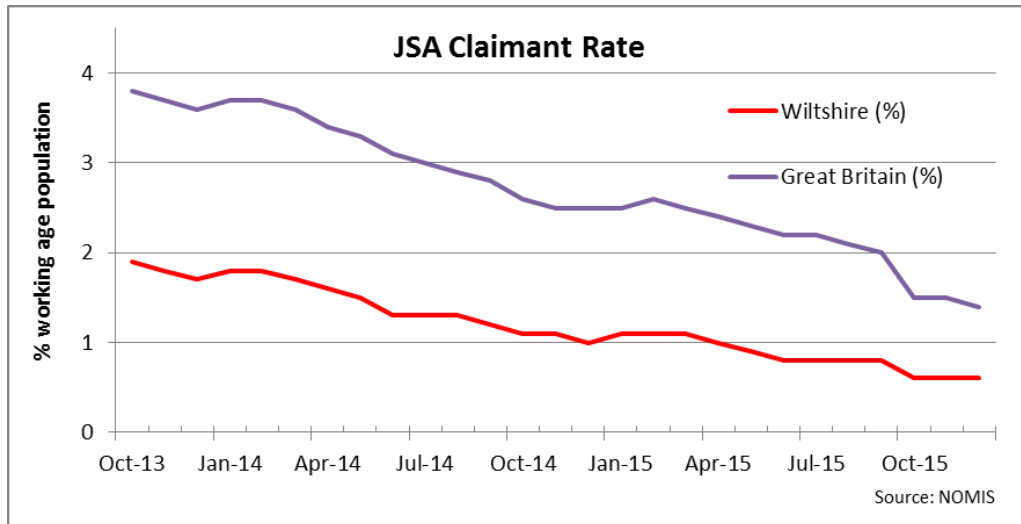
### **Overview of outturns**

3. Measures within the [Citizens' Dashboard](#) were revised, using information drawn from individual 2015/16 services' delivery plans. These measures form the basis of the performance framework used to monitor progress through 2015/16, against the objectives set out in the Business Plan.
4. In addition to headline measures in the Citizens' Dashboard the performance framework includes measures drawn from service areas that add to the overall understanding of progress against the business plan outcomes.
5. A summary of key published measures – as well as some more general supporting information about each theme – is provided below.

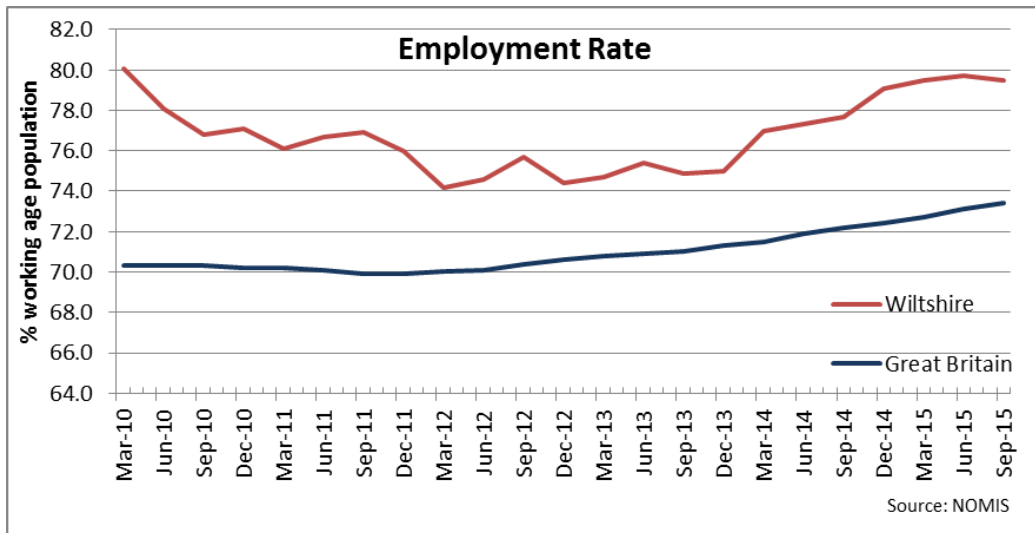
### ***Outcome 1: thriving and growing local economy***

6. The number of people claiming Job Seeker's Allowance (JSA) in Wiltshire at the end of quarter three was under 1,700. Whilst this is not an insignificant number, this represents 0.6% of the working age population - the lowest level seen in Wiltshire since 1996.

7. For the same period last year we saw just over 2,500 people claiming JSA. The December 2015 figures therefore represents a 35% fall in the number of people claiming JSA across Wiltshire over the last 12 months.
8. The graph below shows the comparative fall in Wiltshire's JSA claimant rates over the last 2 years, compared to the national average. Reductions in Wiltshire are less pronounced in the last year but overall the proportions remain lower than regional and national comparators.



9. From January 2016 JSA will be replaced by Universal Credit for single people. Those remaining on the JSA register will be those who are harder to help. This will reset the based level for JSA claimant count figures.
10. By supporting people with training and skills development, attracting employers and investment into the county, supporting existing businesses and providing a comprehensive and efficient planning service, the council has supported the creation of more than 1,200 new jobs in the last 12 months. These jobs are not created in a steady pattern but in peaks as large scale partnership projects (including projects involving the Local Enterprise Partnership) come to fruition. Intensive work with a number of key local businesses has been successful with significant growth recorded.
11. Latest figures show Wiltshire's employment rate is stable having risen to just under 80% for the 12 months ending September 2015. This is a return towards the peak levels achieved in 2009 and is an employment rate seven percentage points above the national average.



12. Quarter three saw a significant rise in the number of Wiltshire jobs in ‘the pipeline’ (potential jobs based on current projects and activity) to just under 1,500. Additions come from both inward investment activity and planned indigenous business growth.
13. Wiltshire has a competitive labour market with average workplace earnings (the amount earned by people working within the county) slightly below the national average, at £567 gross weekly pay for full time workers. This is in contrast the average weekly earnings of all people living in Wiltshire (some of whom work outside the county) which is slightly higher than the national average at £638 gross weekly pay for full time workers.
14. In the 12 months to December 2015, Wiltshire Council supported just under 2,300 businesses with advice and support including over 350 start-up businesses. The overall figure is a reduction of 17% on the same period in the previous year. This is a predicted reduction due to the end of funding source for key projects. European Structural and Investment funds are being sought in order to run new Small and Medium Enterprise support programmes and extend the existing Growth Hub. The Enterprise Network (TEN) Programme continues to grow with increased take up of tenancies and events. TEN external funding comes to an end in March. Other sources are being pursued to provide some further growth in the programme. In the most recent 12 months Wiltshire Council has supported nearly 4,000 individuals with training and skills development. The Skills 4 Success programme has delivered a significant number of outputs including over 1,100 young people via the Future Choices programme.
15. In quarter three there were 76 additional affordable homes built bringing the total for the first nine months of the financial year to 303. This is 15% lower than at the same point in the previous financial year. Changes in the housing sector, including the reductions in housing association rents required by the July Budget, mean there is a risk that the 500 planned affordable Wiltshire homes will not be completed this year.



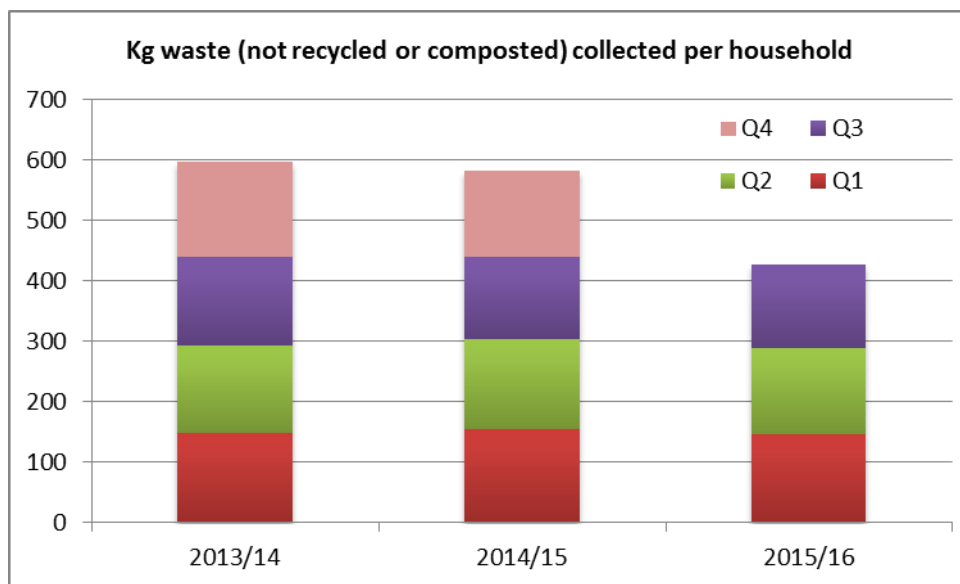
Outcome 2: people working together to solve problems and participate in decisions

16. Area boards hold £1.057 million of delegated youth funding. During quarter three nearly £370,000 was allocated, this brings the total allocated in the year to just under £620,000 so far. Nearly 240 local youth projects have been supported to date, with three months of the financial year remaining.
17. It is expected that the total spend through Area Boards in 2015/16 will be in the region of £1.6 – £1.8 million. All of the projects supported through Wiltshire's Area Boards are listed [on the council's website](#).
18. By the end of quarter three the area boards were achieving leverage of £4.59 for every pound awarded, bringing the total investment in Wiltshire's communities for the year to just under £3m so far.
19. Area Boards use the [Our Community Matters](#) platform to engage and communicate with local residents. These consist of 18 individual community blogsites featuring events, news, jobs and comments and each week a local mailing is generated from the content posted and sent to the community area network - subscribers who have signed up to receive the news service. Each blogsite supported by a specific Twitter account. During quarter three, the number of counted subscriptions to these social media channels increased from just under 8,000 to around 14,500 due to the launch and promotion of new Twitter accounts.
20. Additionally, Wiltshire Council (@WiltsCouncil) has acquired another 700 [Twitter](#) followers in quarter three. This takes the total to over 12,500.
21. A strong sense of community engagement is also evident in maintaining our rights of ways, as well as our countryside sites. Volunteers carry out a wide range of activities from replacing styles, gates and signposts through building bridges to clearing paths. It's no surprise that given the time of year (October to December) the number of hours worked by volunteers on Wiltshire right of way was just above half of the total in the previous quarter at just under 600.
22. Data from the Wiltshire Community Speedwatch (CSW) Scheme shows that in December 2015 there were 140 volunteer teams active across Wiltshire with 765 volunteers carrying out regular speed checks on local roads. Since September 2013 almost 45,000 warning letters have been sent to drivers identified by CSW volunteers as exceeding local speed limits and police officers have visited more than 4,200 homes to provide 'words of advice' directly to drivers who are either excessive speeders or repeat (three time) offenders.
23. Wiltshire residents have been helping ensure that important social support, including housing, is available to those who need it most. More than 65% of referrals to Wiltshire investigations team now come from the fraud hotline, the council's website or the MyWiltshire App. In the first two quarters of the year there were 70 investigations resulting in successful action. Action was taken around blue badges, benefits, council tax discounts and school places.

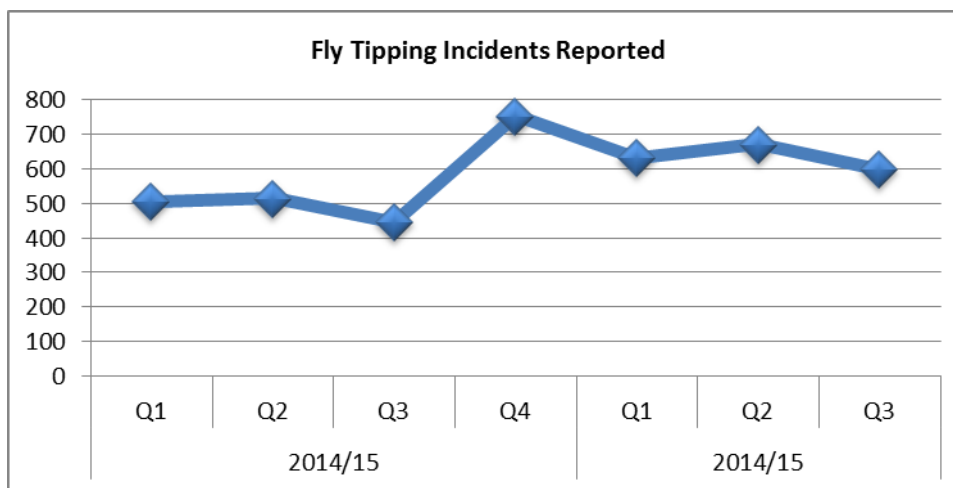
24. Wiltshire Councils commitment to building services with the local community was highlighted by more than 700 local people helping to shape the future of children’s centres in Wiltshire. Feedback from the consultation launched in September 2015 resulted in revision of the proposals.
25. In recent months three additional Neighbourhood Planning areas have been designated. Tisbury and West Tisbury, Seagry and Kington St Michael are the latest areas to be added to the list, which as at December 2015, totalled 42.

***Outcome 3: living in a high quality environment***

26. For three consecutive quarters the average amount of waste each household disposed of in their household waste (non-recyclables) bin has reduced on the previous year’s figure. Quarter three saw the smallest reduction at just under 0.5% but that comes on the back of a more significant 5.4% reduction from the quarter three 2013/14 to quarter three 2014/15. The annual change is more important given the extra waste expected during the festive period in quarter three. The cumulative total of waste not recycled from each household for the first three quarters of the year is 426 kg which is a 3.3% reduction on the corresponding figure last year.



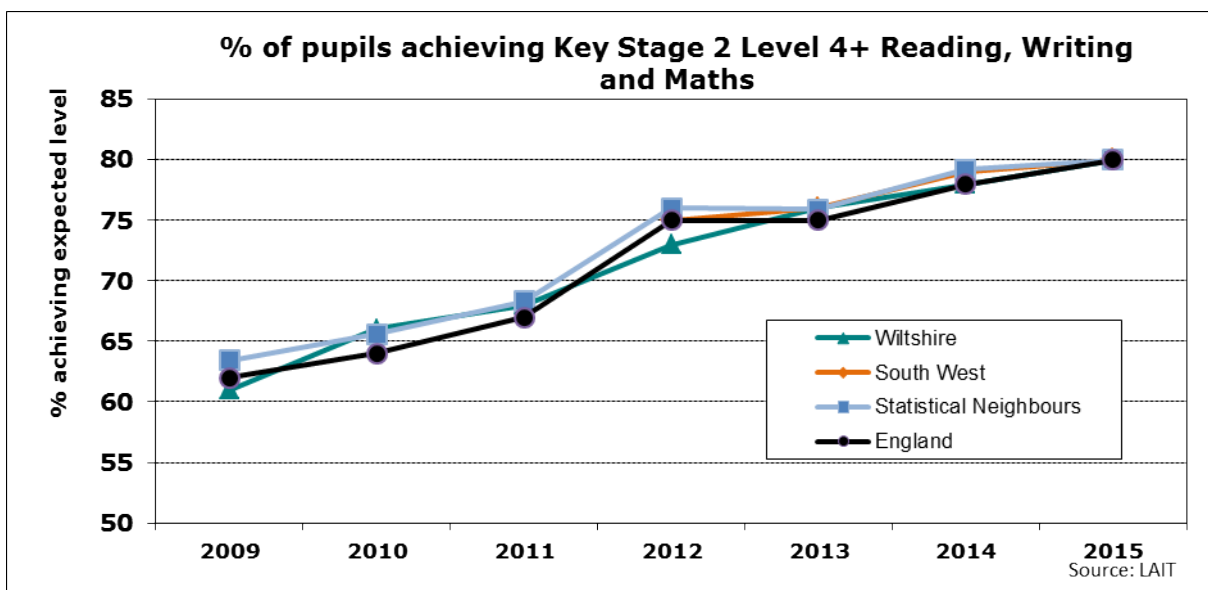
27. The proportion of waste diverted from landfill in Wiltshire remains just under 80% which is where it was last quarter and in quarter three 2014/15. Also showing little variation is the percentage of household waste that was recycled or composted in quarter three. This has been at a consistent level (just under 50%) for over a year.
28. There were just under 600 reported fly tipping incidents in quarter three, an increase of 34% on the same period last year but a reduction on the overall number in quarter two.



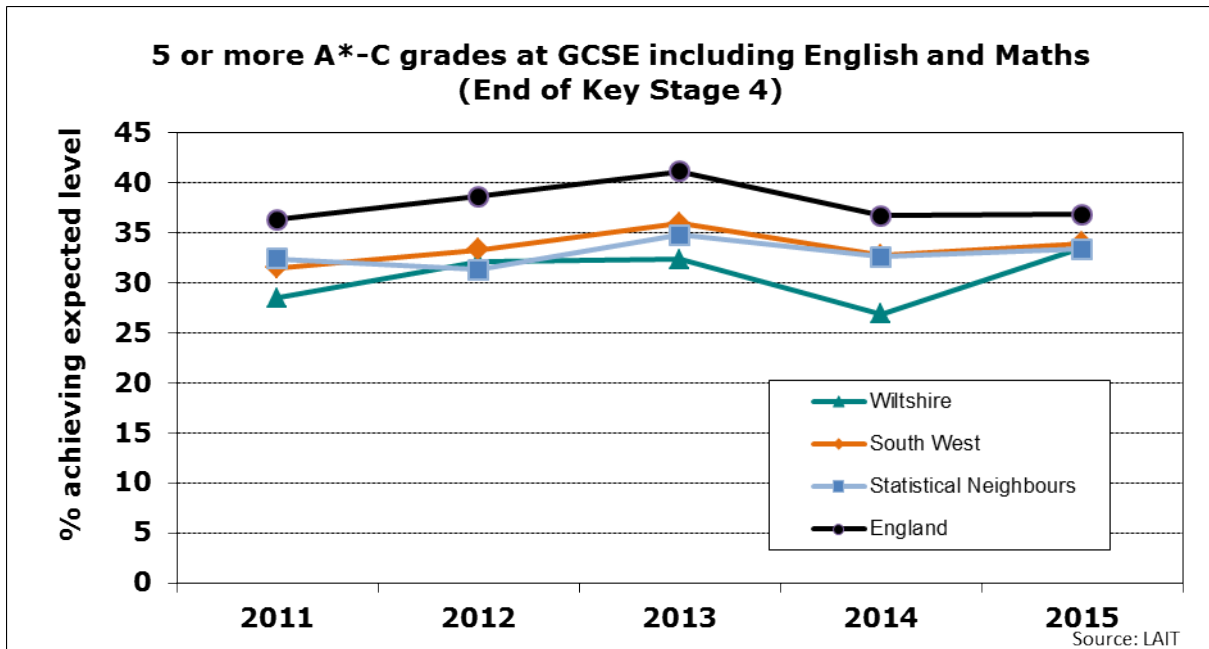
29. The council is committed to protecting the environment across the county. In quarter three there were nearly 660 enforcement actions – a 20% increase on the same quarter in the previous year. Enforcement action ranges from issuing warning letters, formal cautions and fixed penalty notices to prosecutions (a single incident can lead to more than one action). All actions are designed reduce the incidents of fly tipping.
30. During quarter three there were significant preparations made to ensure that Wiltshire’s roads would be kept open during any cold weather to come. 24 gritters would cover 726 miles from eight depots spreading 150 tonnes of salt each time they went out on the county’s primary network. In the winter of 2014/15 just over 7,300 tonnes of salt were spread on Wiltshire’s roads.
31. Part-night lighting schemes across Wiltshire have proved successful in reducing the cost and energy consumption of street lighting to the council since 2012. Part-night lighting involves some street lights being turned off between midnight and 5.30am. Carbon emissions associated with street lighting account for 12% of the Council’s overall carbon footprint. Between 2013 and 2015 there has been a 20% reduction in the energy consumed by street lighting in Wiltshire. These schemes have involved careful planning and consultation and a number of schemes have been altered in response to residents’ concerns.
32. The council is implementing a Carbon Management Plan for its buildings, which aims to see a 11,823 tonnes reduction per annum of CO2 emissions by 2016/17, compared with 2010/11 figures. Absolute usage figures (before weather correction) for both electricity and natural gas associated with operations on the corporate estate have fallen 35 per cent on 2010/11 figures.
33. In quarter three Wiltshire Council processed over 1,250 planning applications – which is equivalent to quarter three 2014/15. In each of the categories (major, minor and other) the planning team helped to determine 94% or more of the applications within the given time period. This improved performance on the same period last year is due to the recruitment of trained planning officers.
34. There were 29 planning appeals during quarter three of which 25 (86%) were successfully defended. This is above the 70% target level and is an improvement on the previous quarter’s 61%.

Outcome 4: inclusive communities where everyone can achieve their potential

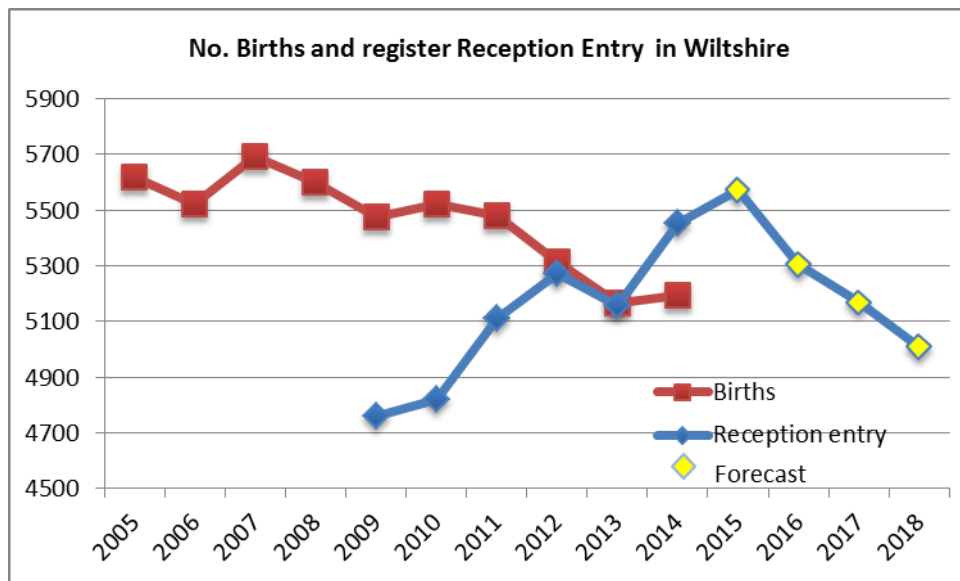
35. School inspections generally show Wiltshire in a positive light. As of the end of quarter three the proportion of secondary schools deemed 'good' or better by Ofsted is at 90%. This translates into 92% of pupils attending good or outstanding secondary schools in Wiltshire. This is a small improvement on the previous quarter and a 7% point improvement on the same period last year.
36. In December the Department for Education published performance tables that show that 88% of Wiltshire primary school children, around 31,000 children, are taught in schools rated good or outstanding by OFSTED. In addition 80% of primary school pupils were judged to be achieving the benchmark of level 4 or above in reading, writing and maths. This is a two percentage point increase on the previous year and 14 percentage point improvement on the 2010 figure. This improvement is mirrored across the country.



37. Wiltshire's Vulnerable Learners Strategy and Action Plan are now in place ensuring a focus predominantly on pupils eligible for pupil premium (free school meals and looked after children). Partially as a result of this there have been improvements in outcomes for disadvantaged pupils. The percentage of disadvantaged pupils attaining level 4+ in reading, writing and maths at Key Stage 2 is up to 66% in 2015 from 61% in 2014. In the same time period the percentage of disadvantaged pupils gaining at least 5 A\*-C GCSEs (including maths and english) has risen from 27% to 34%. Good though this improvement is Wiltshire still performs below the national average.



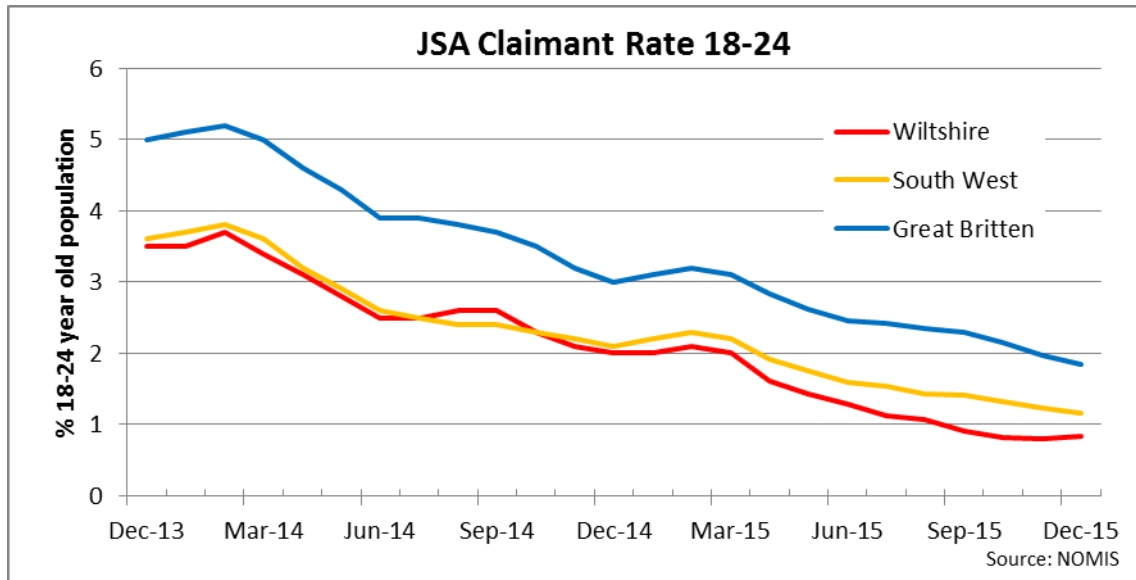
38. The Department for Education has released final results from summer 2015 exams. Wiltshire has 61% of pupils obtaining five GCSEs at grades A\* to C including English and Maths. This is an improvement on the 2014 results (57%) and a small improvement on the provisional result presented in the quarter two report.
39. In November Wiltshire Council Cabinet approved the Wiltshire School Places Strategy 2015-2020 which lays out how the county will respond to the growing need for school places caused by population changes (including a rise in birth rate), the development of more housing in line with the Core Strategy and the deployment of more military personnel to Wiltshire. The changes in the birth rate and the resulting predications of the required reception class places are shown in the graph below.



40. The School Places Strategy takes account of the fact that birth rates and the growth of military families will mean that demand for school places will be growing faster in Wiltshire than in other parts of the country. The

Strategy recognises that Wiltshire is a rural county and that new school places must be provided to support the dispersed population.

41. The proportion of young people (aged 18-24) claiming Job Seekers' Allowance (JSA), having fallen below 1% for the first time in quarter two, remained below 1% for each of the three months in quarter three. At the end of December 2015 there were just 295 young people claiming JSA – a reduction of 25 on the previous quarter and a 58% reduction on the same period last year. Wiltshire performs well against both regional and national comparators.



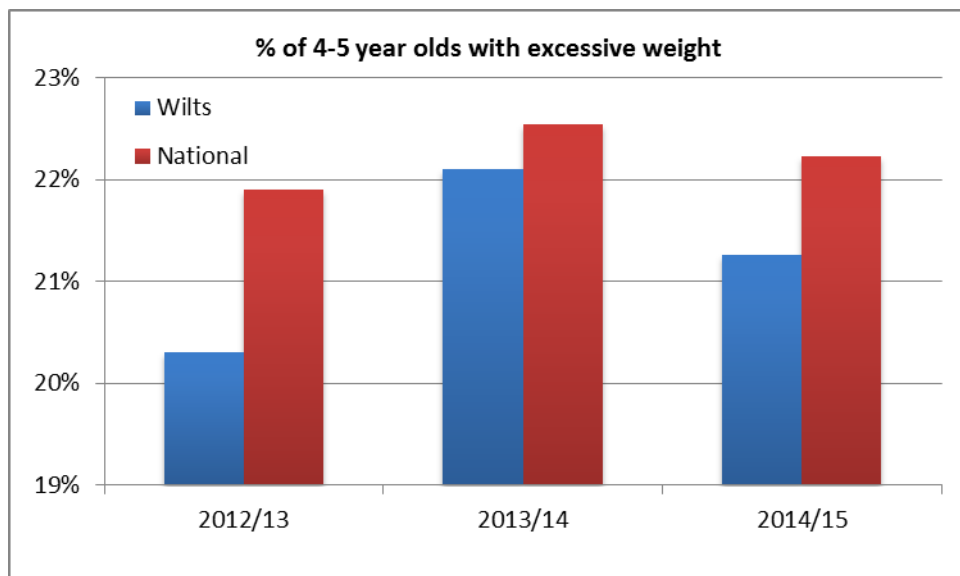
42. A new phase of the national Troubled Families Initiative was launched in April 2015 with Wiltshire Council choosing to join the scheme early in January. The council has a target of identifying and working with more than 390 families in the current financial year. Identified families will be offered a range of support including a dedicated worker and a significant focus on employment.
43. Wiltshire young people who missed the chance to work towards a Duke of Edinburgh award are being given a second opportunity with the Marlborough Open Award Centre opening in quarter three. Each year more than 2,000 Wiltshire young people undertake a Duke of Edinburgh's Award which allows them to make a difference in their community as well as picking up life skills.

Outcome 5: healthy, active and high quality lives

44. Over 7,000 people in Wiltshire were offered a free NHS Health Check during quarter three. 47% of those people took up the offer, a 3% increase on the same period last year.
45. Wiltshire Council's Adult Care Services provide a range of social care services to older people and people with a learning disability or physical impairment. Services are delivered to people who need a rapid response to a crisis, need help to maintain their independence where they have complex needs and to promote preventative services which help people

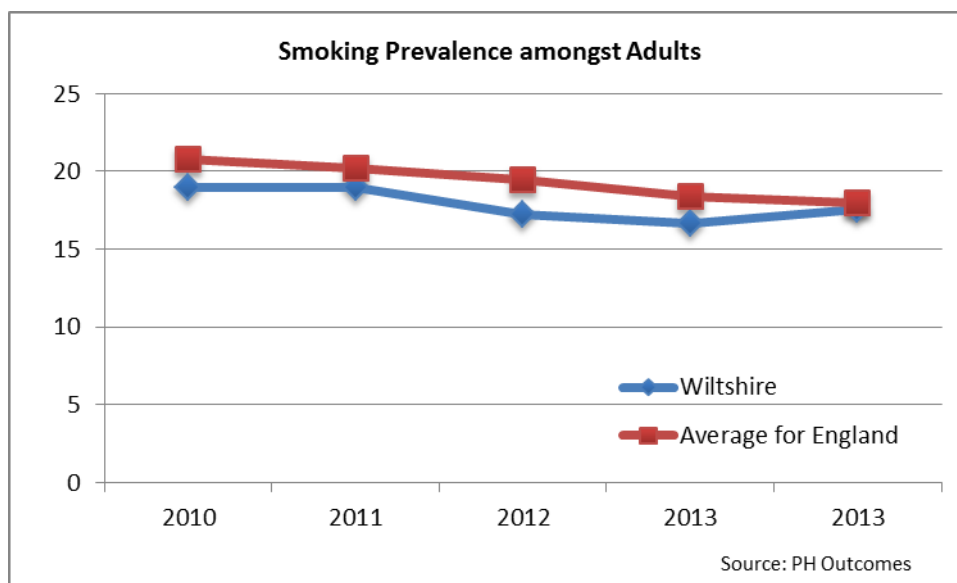
remain well and independent. In the first three quarters of this financial year over 13,300 individuals received care and/or support for Wiltshire Council's Adults services.

46. Help to live at Home is designed to help people who are frail, sick or disabled live at home for as long as it is safe and it helps people to continue to look after themselves in their own home. Help to live at Home supports self-funders as well as those eligible for council-funded support. The care providers supporting Help to live at Home are motivated to deliver on people's individual support plans and outcomes, not just providing the care. The numbers receiving Help to live at Home at any one time have been consistently around 1,000 over the last 18 months.
47. During quarter three just over 200 individuals who had received a health or social care intermediate care service (rehabilitation or re-ablement) did not need any other long-term social care support following that intermediate care service. The counting mechanism has changed for this indicator. Last financial year included health, while this year relates to social care only which is why there appears to be a drop in numbers. Best practice would suggest that 60% of people should not require social care following a period of rehabilitation.
48. The latest data shows us that the proportion of 4-5 year olds in Wiltshire with excess weight has reduced from over 22.1% in 2013/14 to 20.3% in 2014/15. In 2014/15 Wiltshire Council teams prioritised tackling childhood obesity and began work with Wiltshire Clinical Commissioning Group (CCG) to develop an Obesity Strategy to halt the rise of excess weight in children and adults.



49. An integral part of improving public health into the future is to reduce levels of obesity is ensuring that people are able to live more active lifestyles. Improved marketing and service provision have seen a significant increase in the numbers of attendances at our leisure centres. There were almost 825,000 recorded attendances in quarter three this year compared with just under 800,000 in the same period last year, an increase of 4%.

50. Since baseline data recording began in 2009 there has been a reduction in the prevalence of adult smoking from 21.2% to 17.6% (below the government aspiration of 18.5%).



51. Over the same period smoking prevalence amongst young people in Wiltshire has dropped from 15% to 6%. Data published for April to December 2015 also shows a promising reduction in smoking in pregnancy rates in Wiltshire from 14.2% in 2011/12 to 9.9% in 2015/16.
52. The latest Active People Survey has shown the positive change public health campaigns and leisure services are having in Wiltshire. The percentage of the adult population in a local area who participate in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 12 days out of the last 4 weeks, rose by 1.1% in six months. We now have one of the highest levels of reported physical activity in the South West at 27.9%.

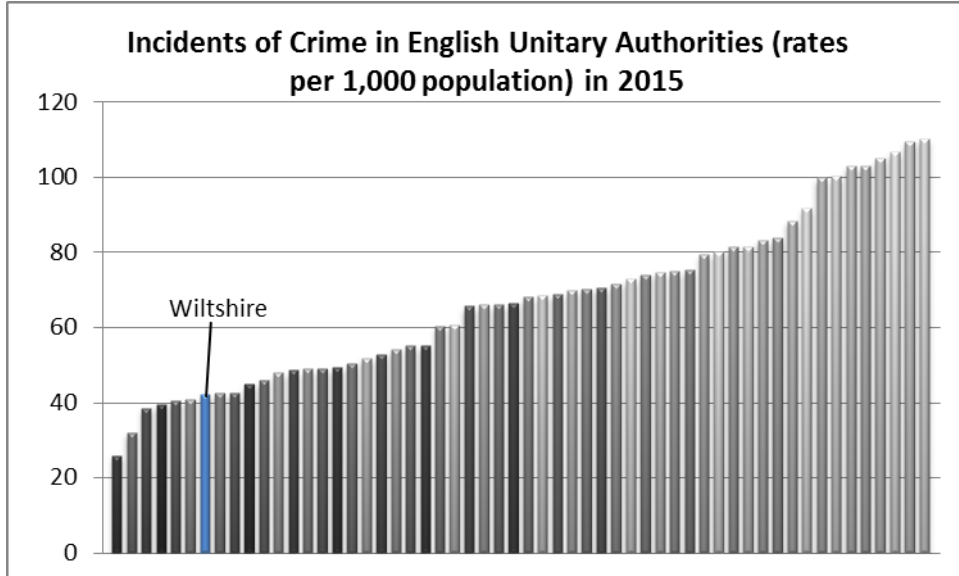
#### Outcome 6: protected from harm and feel safe

53. The number of referrals to Children's services remains largely stable throughout the last 18 months although Wiltshire experienced a spike in the final quarter of 2014/15 when the number reached nearly 1,350. The number of referrals in quarter three was just over 1,150; which is a 12% increase on quarter three in 2014/15.
54. Meanwhile there is a 4% increase in the number of children and young people who were subject to a Child Protection Plan between quarters three this year and last.
55. The current number of children in care (just over 390 in quarter three) equates to a rate within the expected range of 38 to 42 children per 10,000.
56. The council continues to provide a targeted programme of road safety education for example seeing more than 2,250 children participating in road safety training such as Walk Safe, Bikeability and Safe Scooting

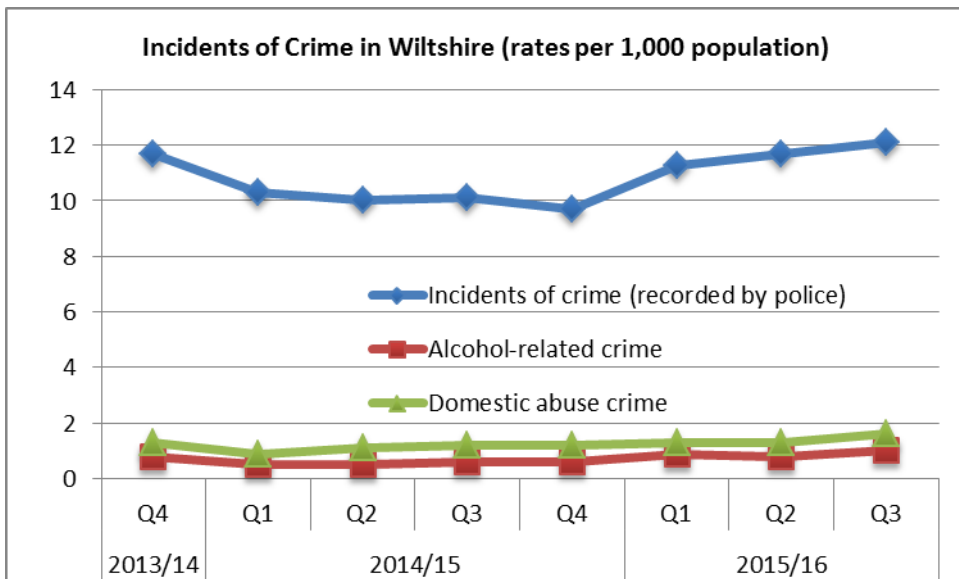


Skills over the course of quarter three. This is a higher number than in quarter two which was impacted by the school summer holidays.

- 57. Wiltshire has low rates of crime and is a safe place to live. In the 12 months to December 2015 there were 42.0 crimes per 1,000 people in Wiltshire compared to a mean for all English unitary authorities of 66.9. Wiltshire had the seventh lowest crime rate of the 56 English unitary authorities.



- 58. Work has been done to improve crime recording consistency. Wiltshire Police and partners have also worked to ensure victims of sexual offences and domestic abuse feel confident to report crimes. This work may impact on the number of incidents reported and recorded but will ensure that local people are better protected.
- 59. Wiltshire Police have made significant changes in their crime recording processes and were recently given a good rating from Her Majesty's Inspectorate of Constabulary HMIC. Wiltshire's figures are in line with those of forces with a similar demographic profile. Of the 43 police forces in England and Wales, 34 are showing an increase in recorded crime.



## Strategic Risk Register

60. The Strategic Risk Register was refined at the end of 2014/15 to draw in risks identified as part of the annual review of individual service delivery plans. These are used to identify risks that had significance across the council as a whole, which are broken down into three categories in the Strategic Risk Register.
- *Critical service risks*: significant single service risks, which, should they be realised will have a significant impact on the organisation as a whole.
  - *Composite strategic risks*: risks which are significant within a number of service areas although individually would not significantly impact on the organisation as a whole. These risks are compiled into a single strategic composite risk (owned by the most appropriate service) and included within the strategic risk register. The ongoing monitoring of these risks therefore is drawn from the updates to the individual service level risks.
- The recording of these risks is a new approach recently introduced, to ensure that service updates to these risks are more readily captured within the overall composite risk, and the supporting information and process for capturing progress is in development.
- *National risks*: These risks mirror the most significant risks on the Cabinet Office's [national risk register](#) and is Wiltshire's response should these be realised. These are typically captured within the [Wiltshire Community Risk Register](#) managed by the [Local Resilience Forum](#).
61. The simplified version of the current strategic risk register is provided in appendix 1.
62. Each risk is fully defined by the responsible service (who assess the cause, event and effect that make up the identified risk) and scored for impact and likelihood to give an overall score. A risk is scored twice; firstly as inherent (the current level of risk) and then as residual (the risk once all described mitigating actions are in place). The actions described are RAG'd based on progress towards completion. This RAG guides the reader of the register to understand the true current risk.
63. Of the 13 risks cited on the strategic risk register, three have a residual score of 12 (seen as high): pandemic flu outbreak and flooding (both of these are drawn from the national risk register and feature on the Wiltshire Community Risk Register) and the Budget Management composite risk.
64. As we near the end of the financial year, and before the budget is set for 2016/17, there is an ongoing risk of an overspend and the council is seeking to mitigate the risk. While the council's overall budget is forecast to be on line the composite risk remains high due to large potential overspends in some service areas.
65. The Safeguarding of children, young people and vulnerable adults remains a high priority for the Council. This focus means that actions continue to be sought and undertaken, to mitigate the likelihood of safeguarding incidents. However, the unpredictability of the sources of

such events means that safeguarding will always be a risk to the organisation. These two significant service risks remain as they did in the previous quarter.

66. Anticipating additional financial pressures and the need for a number of service areas to restructure and redeploy staff in the upcoming 12 to 18 months it has been accepted that the planned mitigating actions will have a decreased impact in reducing the Staff Recruitment and Retention composite risk. However, actions are well underway and there is strong confidence in those actions being successfully implemented.
67. The component risks that make up the Staff Capacity composite risk are generally scored higher than the overall risk. This is largely because the impact of a single issue at a specific service level is higher than for the council as a whole and a single service issues does not necessarily translate into an issue in other services.
68. There is significant change in the composite Contract Monitoring and Management risk. Both the inherent and residual scores have been reduced mainly as a result of the instigation of a central corporate procurement team. There are still some positions to fill within the new team so the action RAG remains Amber.
69. The Information Governance composite remains at the same risk level as in the previous quarter despite some additional service risks being added to its components. The action RAG has been moved from Amber to Red as the implementation of the actions from the Information Commissioner's Report remains ongoing.
70. Pandemic Flu and Flooding remain the greatest of the national level risks for Wiltshire Council. Mitigating actions include continuing to run preparation exercises for staff and partners.
71. Public Services Network / Public Services Network for Policing Accreditation was achieved in Wiltshire within the year which has had the impact of reducing the likelihood of the Cyber Security risk developing into an issue.

### **Safeguarding Implications**

72. A number of indicators are regularly analysed which directly relate to the safeguarding of children and adults.

### **Public Health Implications**

73. Not applicable as no decision is required.

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

74. Not applicable as no decision is required.

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

75. Not applicable as no decision is required.

## **Risk Assessment**

76. Not applicable as no decision is required.

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

77. Not applicable as no decision is required.

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

78. Not applicable as no decision is required.

## **Financial Implications**

79. Not applicable as no decision is required.

## **Legal Implications**

80. Not applicable as no decision is required.

## **Options Considered**

81. Not applicable as no decision is required.

## **Conclusions**

82. This report brings together updates on outturns published through the Citizen's Dashboard, as well supplementary commentary to provide further context around the council's activities in these areas.

83. The performance monitoring framework has been refreshed for 2015/16 and updated measures and activities are included in this report.

## **Proposal**

84. To note updates and outturns against the measures and activities ascribed against the council's key outcomes.

85. To note updates and outturns to the strategic risk register.

## **Reason for Proposal**

86. This framework compiles and monitors outturns in relation to the outcomes laid out in the Business Plan, distilled from individual services' delivery plans. In doing so, it captures the main focus of activities of the council against each outcome.

87. The strategic risk register captures and monitors significant risks facing the council: in relation to significant in-service risks facing individual areas, in managing its business across the authority generally and in assuring our preparedness should a national risk event occur.

**Robin Townsend**

**Associate Director, Corporate Support, Procurement & Programme Office**

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February 2016

**Appendices**

- Appendix 1: Strategic Risk Register (December 2015)
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**Wiltshire Council Strategic Risk Register (2015/16: Q3)**

Risk short name	Primary Risk Category	Mitigation Actions	Q3 Inherent Impact	Q3 Inherent Likelihood	Risk Rating	Q3 Residual Impact	Q3 Residual Likelihood	Risk Rating	Q3 Action RAG	Q3 Comments
<b>Critical Service Risks</b>										
<b>Safeguarding Children</b>	Service Disruption	<ul style="list-style-type: none"> <li>Stable workforce</li> <li>Skilled and experienced workforce</li> <li>Increase social worker retention</li> <li>Reduction in use of agency social workers</li> <li>Permanent, experienced managers</li> <li>Clear training pathway</li> <li>Reduction in bureaucracy in order to increase amount of time spent with family / intervening</li> </ul>	4	2	8	3	2	6	Amber	Actions and timescales are as detailed in Safeguarding and Child Protection Improvement plan. These should reduce risk. RAG is amber until sufficient actions are delivered, resulting in expected improved impact on practice.
<b>Safeguarding Adults</b>	Reputation	<ul style="list-style-type: none"> <li>Regular update training sessions for investigating managers and investigating officers.</li> <li>Updated Care First documents in line with the Care Act guidance</li> <li>Robust case file audit system in place</li> <li>Central safeguarding adults triage process</li> <li>Updated policy and procedures</li> </ul>	4	2	8	4	1	4	Amber	Work is ongoing to develop more, and more effective, mitigating actions.
<b>Composite Corporate Risks</b>										
<b>Staff capacity: Recruitment and Retention</b>	Staffing/ People	<ul style="list-style-type: none"> <li>Development of a corporate workforce action plan for delivering the people strategy.</li> <li>Strategic HR project managers reviewing the impact of service reviews and the corporate redundancy programme with service managers.</li> <li>Review of pay and reward policies to aid retention of staff.</li> <li>Job family modelling to provide workforce flexibility and clear progression to aid recruitment and retention workforce.</li> <li>New careers website.</li> <li>Social work microsite.</li> </ul>	3	2	6	2	2	4	Green	This work will need to be progressed alongside the additional pressures of service restructures and the recruitment retention and redeployment issues arising from these significant service/organisational structure impacts
<b>Budget management</b>	Financial	<ul style="list-style-type: none"> <li>Budgetary control</li> <li>Due diligence in setting the budget</li> <li>Timeliness of reporting</li> <li>Competencies of the team and budget managers being invested in</li> </ul>	4	3	12	4	3	12	Amber	Work is ongoing on recovery plans to help to bring budget online during year.
<b>Contract monitoring and management</b>	Service delivery	<ol style="list-style-type: none"> <li>Maintain strategic oversight on contract monitoring arrangements – develop a central repository of contracts and monitoring arrangements within</li> <li>Create a corporate requirement on contract management to ensure consistency and escalation processes for emerging issues</li> <li>A greater involvement from procurement in oversight of contract management to ensure greater visibility of emerging issues at earliest stage</li> <li>To make better use of appropriate contract and management skills within the new structure</li> <li>Further actions to be developed and refined alongside new procurement structure</li> </ol>	3	3	9	3	2	6	Amber	Some key posts have been appointed to, but others are currently out to external advert. This means that progress is not currently at the desired stage due to inability to recruit to key roles including 2 senior category managers, policy manager and the contracts specialist. External appointments should be completed in February 2016.

**Wiltshire Council Strategic Risk Register (2015/16: Q3)**

Risk short name	Primary Risk Category	Mitigation Actions	Q3 Inherent Impact	Q3 Inherent Likelihood	Risk Rating	Q3 Residual Impact	Q3 Residual Likelihood	Risk Rating	Q3 Action RAG	Q3 Comments
<b>Composite Corporate Risks</b>										
<b>Corporate Health, Safety &amp; Wellbeing</b>	Health & Safety	1. Corporate policy statement 2. Service specific policies and systems of work. 3. Incident reporting via e-form and investigation procedure to reduce potential for recurrences. 4. A blended programme of e-learning and personal course delivery is available. 5. Corporate procedures and pro-forma exist for core safety functions including risk assessment 6. Audit programme to monitor compliance with statutory duty and best practices. 7. Corporate Risk Register 8. OH service provides independent medical opinion and advice to support managers dealing with employee ill-health and absence. 9. Confidential Employee Well-Being Telephone Helpline operates. 10. Regionalised clinics are held to provide easier access for employees to OH Services. 11. Partnerships with external providers of counselling and physiotherapy services are in place to provide fast-track access to these services. 12. Pre-employment health screening ensures reasonable adjustments are identified to support employees. 13. Specific training on H&S and Personal Resilience as part of Management Matters and Staff Matters programmes. 14. Investment in statutory health surveillance equipment and training. 15. Arrangements in place for fire risk assessment of all workplaces. 16. Quarterly management information provided to Associate Directors and benchmarked annually. 17. Annual performance report. 18. Provision of HGV driver medical service. 19. Intelligence Network to share details of members of public considered to present risks to staff.	3	2	6	2	1	2	Green	Accident rates continue to be low. Corporate auditing suggests that significant risk are generally well-managed. Online training across a range of H&S topics is now available via GROW and an online compliance survey for premises managers is about to be launched. The Workplace Charter action plan and bespoke health surveillance for staff in high-risk occupations will oth help to mitigate health risks. The new online EVOLVE software has proved very popular and is undoubtedly improving the planning and preparation of school trips and events. Further specialised training for staff in schools will take place in 16/17. The corporate decisions to outsource Waste and Highways services will further reduce the risk burden in due course.
<b>Information Governance</b>	Reputation	A detailed action plan is being developed to ensure that the ICO's recommendations (from the voluntary audit in March 2015) are prioritised and implemented.	4	3	12	4	2	8	Red	Actions identified by the IOCs reoprt are in progress but are, as yet, not in place.
<b>National Level Risks</b>										
<b>Pandemic influenza</b>	Health & Safety	<ul style="list-style-type: none"> <li>Local Resilience Forum and Local Health Resilience Partnership pandemic influenza plans.</li> <li>Excess Deaths Plan</li> <li>Business Continuity Plan</li> <li>The NHS will lead on a thorough review of Pandemic Influenza plans nationally this year.</li> </ul>	4	3	12	4	3	12	Green	
<b>Flooding</b>	Health & Safety	<ul style="list-style-type: none"> <li>Wiltshire Council Flood Response Plan</li> <li>LRF Severe Weather Plan</li> <li>Wiltshire Flooding Strategy</li> <li>Flood Operational Working Groups in North, South and Salisbury</li> <li>Wiltshire Council Welfare Plan</li> </ul>	4	3	12	4	3	12	Green	Integrated Emergency Management Plan, which includes Business Continuity is expected to be agreed by Cabinet and Full Council in Q3. Wiltshire LRF has been reviewing its Pandemic Influenza and Excess Deaths plan, and will run an exercise in Q3.
<b>Widespread electricity failure (NEW 2015)</b>	Health & Safety	<ul style="list-style-type: none"> <li>Local Resilience Forum Emergency Telecoms and Procedures</li> <li>Fuel Supply Disruption Plan</li> <li>Business Continuity Plan</li> <li>Engaging with Scottish and Southern Electricity</li> <li>Telecommunications exercise completed</li> </ul>	4	2	8	4	2	8	Green	Flood Working Groups are preparing for winter weather. Community resilience events are being planned for key Area Boards in Q3.
<b>Catastrophic terrorist attacks</b>	Health & Safety	<ul style="list-style-type: none"> <li>Bomb alarm health and safety training</li> <li>Health and Safety procedures.</li> <li>Training for event staff</li> <li>Health and Safety training on bomb alerts</li> <li>Improved process and information for dealing with suspicious packages disseminated</li> </ul>	4	2	8	4	2	8	Green	Full engagement by Wiltshire Council in the Contest strategy.
<b>Poor air quality events (NEW 2015)</b>	Health & Safety	<ul style="list-style-type: none"> <li>wiltshireairquality.org.uk/</li> <li>Health Community Response Plan</li> <li>Public messaging by use of social media and communications during poor air quality events</li> </ul>	4	2	8	4	2	8	Green	
<b>Cyber Security</b>	Legal	Anti Virus installations and updates, Software Patching, Revised security posture, PSN accreditation	4	2	8	4	1	4	Green	PSN/PSNP achieved Aug 2015. Restructure taking longer than expectede



**Wiltshire Council**

**Cabinet**

**15 March 2016**

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**Subject: Report on Treasury Management Strategy 2015-16 – Third Quarter ended 31 December 2015**

**Cabinet member: Councillor Richard Tonge - Finance**

**Key Decision: No**

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### **Executive Summary**

The Council adopted a Treasury Management Strategy and an Annual Investment Strategy (AIS) for 2015-16 at its meeting on 24 February 2015. This can be found in the Council agenda reports pack at the following [Link](#), Item 9, Pages 167 to 190.

In addition to an Annual Report, the policy requires quarterly reports reviewing the Treasury Management Strategy (TMS). This is the third quarterly report of 2015-16 and covers the period from 1 April 2015 to 31 December 2015.

### **Proposals**

The Cabinet is asked to note that the contents of this report are in line with the Treasury Management Strategy.

### **Reasons for Proposals**

To give members an opportunity to consider the performance of the Council in the period to the end of the quarter against the parameters set out in the approved Treasury Management Strategy for 2015-16.

**Michael Hudson Associate Director, Finance**

## Cabinet

15 March 2016

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**Subject:** Report on Treasury Management Strategy 2015-16 – Third Quarter ended 31 December 2015

**Cabinet member:** Councillor Richard Tonge - Finance

**Key Decision:** No

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### 1. Background & Purpose of Report

- 1.1 The Council adopted a Treasury Management Strategy for 2015-16 at its meeting on 24 February 2015, incorporating Prudential Indicators (PrIs), Treasury Management Indicators (TrIs) and an Annual Investment Strategy, in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code). The Strategy report can be found in the Council 24 February 2015 agenda reports pack, Item 9, Pages 167 to 190 at the following [Link](#).
- 1.2 The Strategy states that, in addition to an Annual Treasury Report reviewing the year as a whole, quarterly reports would be submitted to Cabinet reviewing the Treasury Management Strategy. This report covers the third quarter of 2015-16, ended 31 December 2015.

### 2. Main Considerations for the Cabinet

- 2.1 This report reviews management actions in relation to:
  - a) the PrIs, TrIs originally set for the year and the position at the 31 December 2015;
  - b) other treasury management actions during the period; and
  - c) the approved Annual Investment Strategy.

### Review of Prudential and Treasury Indicators and Treasury Management Strategy for 2015-16

- 2.2 The following is a review of the position on the key prudential and treasury indicators for the nine months to 31 December 2015.
- 2.3 A full detailed listing of the indicators required by the CIPFA Prudential Code, Treasury Management Code and Treasury Management Guidance Notes is given in Appendix 1.

## Key Prudential Indicators

### Prl 2 – Ratio of Financing Costs to Net Revenue Stream

	<b>2014-15 Actual Outturn</b>	<b>2015-16 Original Estimate</b>	<b>2015-16 Revised Estimate</b>
General Fund	6.3%	7.3%	7.1%
Housing Revenue Account	14.8%	14.6%	14.7%

- 2.4 In Prl 2 above the General Fund revised estimate for 2015-16 is higher than the year end 2014-15 figure mainly due to the decrease in the net budget requirement. At the same time expected financing costs have increased very slightly, mainly principal charges.

### Prl 4 – Gross Borrowing compared to Capital Financing Requirement (CFR)

	<b>2014-15 Actual Outturn £ million</b>	<b>2015-16 Original Estimate £ million</b>	<b>2015-16 Revised Estimate £ million</b>
CFR – General Fund	369.1	416.2	413.8
CFR – HRA	122.6	122.6	122.6
Gross Borrowing – General Fund	233.1	289.1	280.1
Gross Borrowing – HRA	118.8	118.8	118.8
<b>CFR not funded by gross borrowing – General Fund</b>	<b>136.0</b>	<b>127.1</b>	<b>133.7</b>
<b>CFR not funded by gross borrowing – HRA</b>	<b>3.8</b>	<b>3.8</b>	<b>3.8</b>

- 2.5 Prl 4 measures the so called “Golden Rule” which ensures that over the medium term net borrowing is only for capital purposes.
- 2.6 There is no significant change in the 2015-16 revised estimate compared to the original estimate.
- 2.7 The revised estimate for General Fund CFR and gross borrowing is based on the 2015-16 Capital Programme, which includes all of the 2014-15 slippage. The Capital Programme is being reviewed by CLT and will include a review of 2014-15 slippage. The borrowing position may, therefore, be subject to change.

## Key Treasury Management Indicators within the Prudential Code

- 2.8 The Operational Boundary and Authorised Limit, as approved by Council in February as part of the Treasury Management Strategy, detailed below, are control limits and do not compare with actual borrowing figures as capital funding requirements are not automatically taken as loans and may be funded from cash balances.

### Trl 1 – Authorised Limit for External Debt

<b>Authorised Limit</b>	<b>2015-16 £ million</b>	<b>2016-17 £ million</b>	<b>2017-18 £ million</b>
Borrowing – General Fund	448.2	488.7	492.5
Borrowing – HRA	123.2	123.2	123.2
Other Long Term Liabilities	0.2	0.2	0.2
<b>TOTAL</b>	<b>571.6</b>	<b>612.1</b>	<b>615.9</b>

2.9 The External Debt Limit includes a margin above the Operational Boundary to allow for any unusual or unpredicted cash movements. The limit has not been exceeded in the reporting period.

### Trl 2 – Operational Boundary for External Debt

<b>Operational Boundary</b>	<b>2015-16 £ million</b>	<b>2016-17 £ million</b>	<b>2017-18 £ million</b>
Borrowing – General Fund	437.2	476.7	480.5
Borrowing – HRA	123.2	123.2	123.2
Other Long Term Liabilities	0.2	0.2	0.2
<b>TOTAL</b>	<b>560.6</b>	<b>600.1</b>	<b>603.9</b>

2.10 The Operational Boundary is set at a limit that facilitates the funding of the Council's entire financing requirement through loans, if this was the most cost effective approach. The limit was set to anticipate expected expenditure and has not been exceeded during the reporting period (maximum borrowing during the period was £352.1 million).

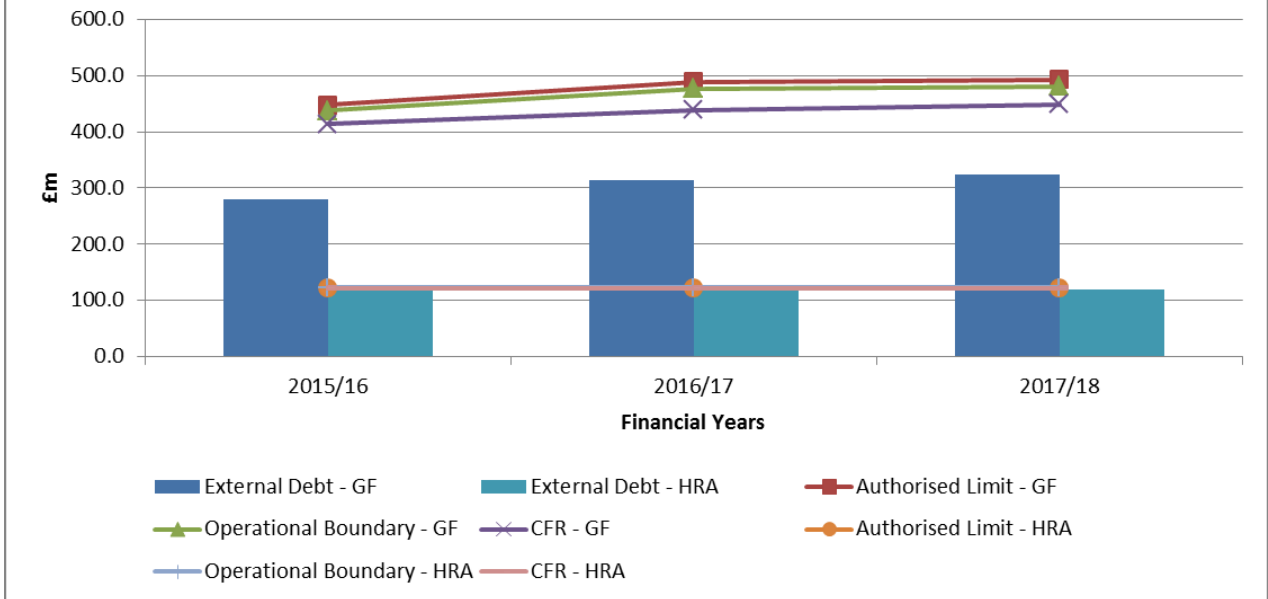
### Trl 3 – External Debt

	<b>31/03/15 Actual £ million</b>	<b>31/12/15 Actual £ million</b>	<b>31/03/16 Expected £ million</b>
Borrowing – General Fund	233.1	231.1	280.1
Borrowing – HRA	118.8	118.8	118.8
<b>Total Borrowing</b>	<b>351.9</b>	<b>349.9</b>	<b>398.9</b>
Other Long Term Liabilities	0.2	0.2	0.2
<b>TOTAL</b>	<b>352.1</b>	<b>350.1</b>	<b>399.1</b>

2.11 Trl 3 shows the gross External Debt outstanding, both long-term loans and temporary borrowing. A £2 million General Fund PWLB loan was repaid, on maturity, in June 2015. This has resulted in a reduction in actual borrowing, the repayment being contained within the Councils cash flow, through a reduction in investments rather than refinancing. The figure for actual borrowing at 31 March 2015 is stated at the amount that reflects actual outstanding external borrowing at the end of 2014-15 (i.e. excluding accounting adjustments, such as accrued interest and effective interest rate adjustments).

2.12 The above Trls 1-3, together with the Capital Financing Requirement (see Prl 4 in paragraph 2.5 above), are represented in the following graph:

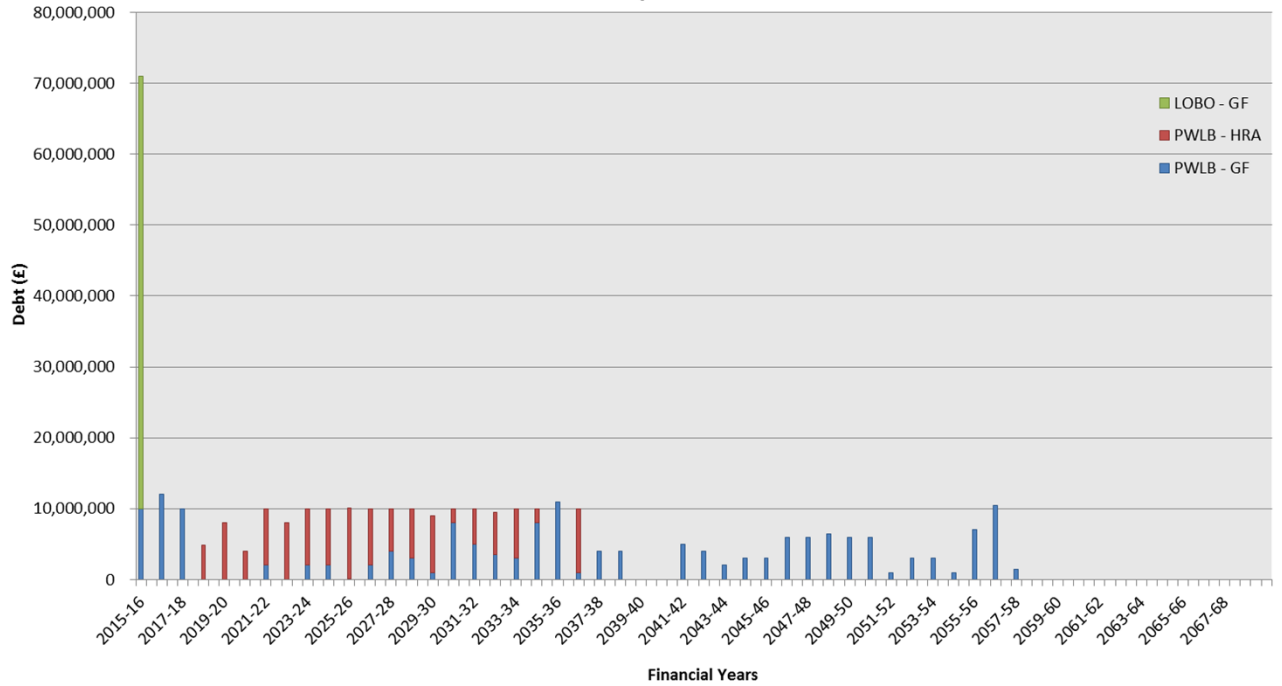
### Quarterly Report on Treasury Management Strategy - Third Quarter 2015-16 - Key Treasury (Prudential) Indicators



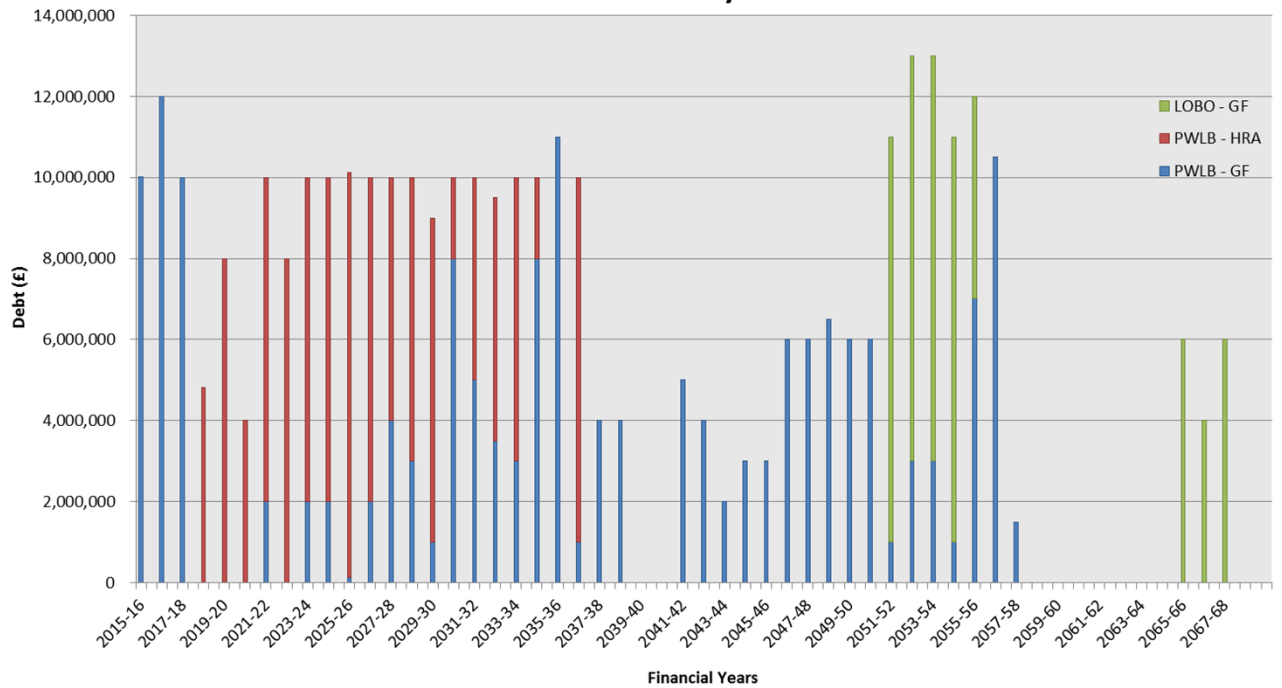
2.13 The total cost of borrowing to fund capital expenditure (General Fund and HRA) 2015-16 is currently £26.054 million per annum, made up of interest costs (£13.338) and principal charges (minimum revenue provision) (£12.716 million).

2.14 The following graphs show the period over which the current external debt matures, based on: a) the earliest repayment date (next option call date) in the case of LOBO loans (see also Appendix 2), and b) LOBO loans at their contracted maturity dates. CIPFAs Guidance Notes on Treasury Management in the Public Services recommend that the Treasury Management Strategy Reports include LOBO (Lender Option Borrower Option) loans at the earliest date on which the lender can require payment, deemed to be the next 'call date'. At that date the lender may choose to increase the interest rate and the borrower (the Council) may accept the new rate or repay the loan (under the current approved Treasury Management Strategy, the Council would repay the loan). Whether or not the lender chooses to exercise their right to alter the interest rate will depend on market conditions (interest rates). Current market conditions, where interest rates are predicted to remain low for some time, indicate that it is highly unlikely that lenders will call the loans in the immediate future. (The alternative method of determining the maturity profile of LOBO loans, based on contracted maturity dates, is used in the 2014-15 year end outturn).

### Wiltshire Council Maturity Profile of Debt at 31 December 2015 - LOBO at Next Call Option Dates



### Wiltshire Council Maturity Profile of Debt at 31 December 2015 - LOBO at Contracted Maturity Dates



## **Key Treasury Management Indicators within the Treasury Management Code**

### Trl 6 – Principal Sums invested for periods of longer than 364 days

- 2.15 This Trl is now covered by the Annual Investment Strategy for 2015-16, which set a limit of £30 million. During the first nine months of 2015-16 no cost effective investments have been identified. The Authority however holds a number of money market funds and a 35 day notice deposit account, which offer relatively attractive interest rates and, in the case of money market funds, instant access for flexibility of cash management.

### Trl 7 - Local Prudential Indicator

- 2.16 In addition to the main maturity indicators it was agreed as part of the Treasury Management Strategy, approved by Council in February, that no more than 15% of long term loans should fall due for repayment within any one financial year. Applying the CIPFA recommendation, the actual maximum in any one year is currently 20.3% (£71 million) in 2015-16. This remains temporarily above the 15% and in excess of the upper limit on the maturity structure of borrowing, also, currently, 15%. However, this is not the case if the alternative (contracted maturity date) is applied. £61 million (86%) of the £71 million shown as maturing in 2015-16, by the recommended method, relates to LOBO loans. Through call options, the lender has the right to change the interest rate at various points, in which case the Council will repay the loans and consider whether it needs to refinance them. In the current interest rate climate (where interest rates are expected to remain low for some time – Capita are currently forecasting that the Bank Rate will rise in quarter 4 2016 and the Bank of England has stated that it expects to raise rates slowly) they are extremely unlikely to be called. With CPI inflation now likely to be at or near zero into early 2016, it is currently very difficult for the MPC to make a start increasing Bank Rate. A summary maturity profile is shown in Appendix 2.

## **Other Debt Management Issues**

### Debt Rescheduling

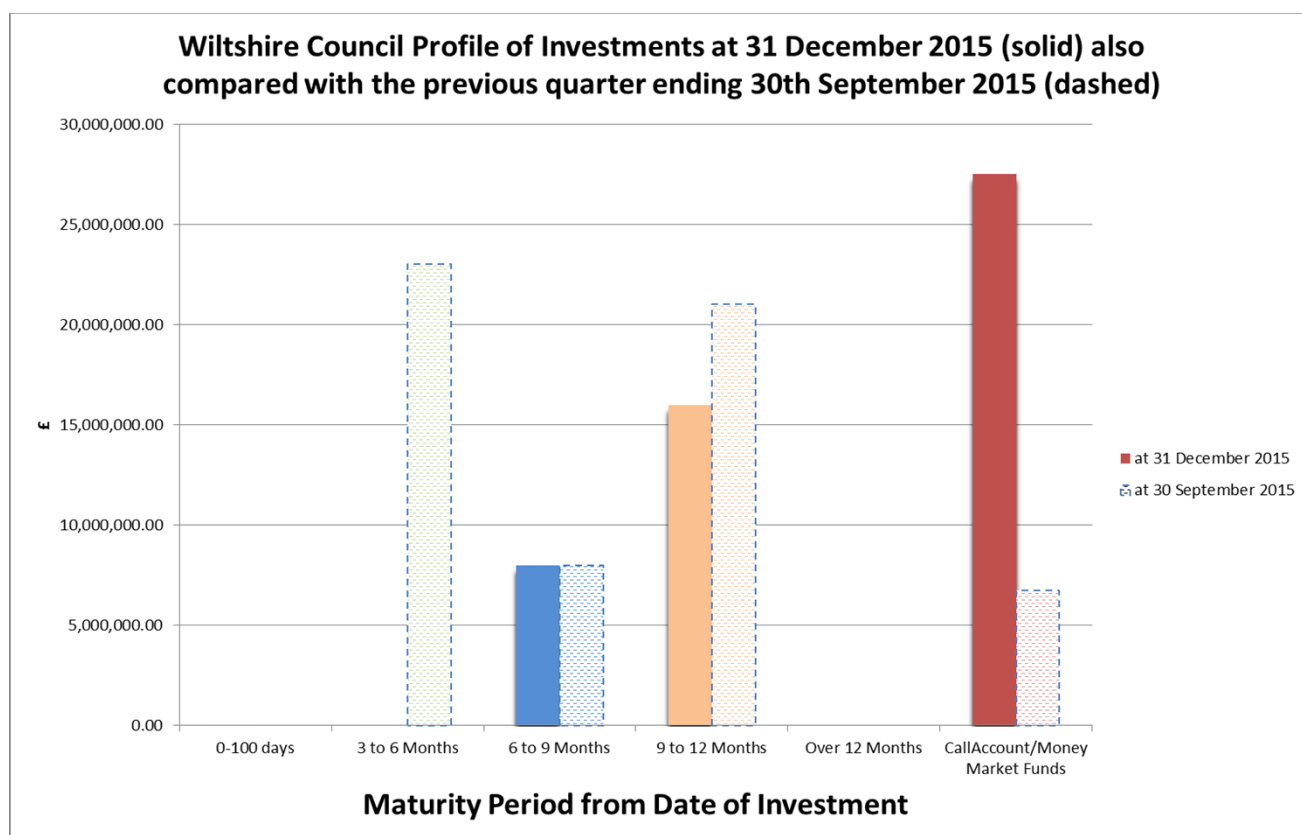
- 2.17 No opportunities to reschedule PWLB debt have been identified during the period, mainly because of the high level of premiums payable for early repayment of debt. This is continually monitored and any opportunities to reschedule cost effectively will be considered, should they arise. This is unlikely, unless the PWLB change policy regarding early repayment.

### Cash Surpluses and Deficits

#### *Short Term Surpluses and Deficits*

- 2.18 Any short term cash surpluses or deficits have been managed through temporary deposits or loans, respectively. Temporary deposits outstanding at 31 December 2015 amounted to £51.538 million, as detailed in Appendix 3. The graph below shows the maturity profile of the Council's investments at 31 December 2015 and (for comparison) at 30 September 2015. It can be seen from the graph that the investment maturity profile has changed between quarters. This reflects movements in cash flow requirements, including the reversing of timing differences relating to the receipt and payment of cash during the financial year, particularly from 'front loaded' funding received, such

as Business Rates Retention. As the financial year progresses and investments mature (i.e. become repayable), cash is required to meet the Council's payment commitments. The cash position is monitored day by day to ensure an appropriate level of cash is maintained and the increase in the funds placed in (instant access) money market funds reflects the requirement for liquidity to meet upcoming obligations.



### *Icelandic Banks*

2.19 Based on current indications, once legal proceedings have been concluded in respect of the LBI loan relating to Heritable Bank (indications are that this will take around 12 months to be concluded), the Council should receive the remainder of the accepted claim outstanding.

### *Longer Term Cash Balances*

2.20 Interest rate movements in the period have not provided many opportunities for an increased return by longer term investment of the more permanent cash surpluses, such as reserves and balances. However, the availability of any appropriate longer term investment opportunities is continually monitored, such as "special tranche rates" that are offered by 'Government backed' banks. The rates available from these types of investments will now be reduced as Lloyds are and RBS will no longer be partially Government owned, as the Government's programme of the sale of shares in the banks progresses. This has already led to a change in the credit rating level of Lloyds and, consequently, the recommended duration for deposits, thus affecting the interest rate available to the Council.

2.21 Rates remain low and no rise in Bank Rate is expected (Capita forecast) until the fourth quarter of 2016, which is, therefore, reflected in rates available,



including the “special tranche rate” investments. Details of investments outstanding are shown in Appendix 3.

### **Review of Investment Strategy**

2.22 The Treasury Management Strategy Statement (TMSS) for 2015-16, which includes the Annual Investment Strategy, was approved by the Council on 24 February 2015. It sets out the Council’s investment priorities as being:

- a) Security of capital;
- b) Liquidity; and
- c) Yield.

2.23 The Council will also aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs but also to seek out value available in higher rates in periods up to 12 months with highly credit rated financial institutions, using Capita Treasury Solution’s suggested creditworthiness approach, including sovereign credit rating and Credit Default Swap (CDS) overlay information provided by Capita.

2.24 All investments have been conducted within the agreed Annual Investment Strategy and made only to authorised lenders within the Council’s high credit quality policy.

2.25 Credit ratings are incorporated within the approved Investment Strategy as detailed within the Treasury Management Strategy 2015-16 and the current ratings have been shown against the deposits outstanding in Appendix 3.

### **3. Safeguarding Implications**

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

### **4. Public Health Implications**

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

### **5. Corporate Procurement Implications**

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

### **6. Equalities Impact of the Proposal**

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

### **7. Environmental and Climate Change Considerations**

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

### **8. Risks Assessment and Financial Implications**

- 8.1 All investment has been at fixed rates during the period. The Council's current average interest rate on long term debt is 3.827%, which compares favourably with similar rates of other UK local authorities
- 8.2 The primary treasury management risks to which the Council is exposed are adverse movements in interest rates and the credit risk of counterparties.
- 8.3 Investment counterparty<sup>1</sup> risk is controlled by assessing and monitoring the credit risk of borrowers as authorised by the Annual Investment Strategy.

## **9. Legal Implications**

- 9.1 None have been identified as arising directly from this report.

## **10. Options Considered**

- 10.1 The availability of any longer term investment opportunities, such as those offered by "special tranche rates", is continually monitored.
- 10.2 Also any options available to provide savings from rescheduling long term borrowing are continually assessed in liaison with our treasury advisers.

## **11. Conclusion**

- 11.1 Cabinet is asked to note the report.

Michael Hudson  
Associate Director, Finance, Revenues & Benefits and Pensions

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Report Author:

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## **Background Papers**

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

## **Appendices**

- Appendix 1 Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18  
Appendix 2 Summary of Long Term Borrowing 1 April 2015 – 31 December 2015  
Appendix 3 Summary of Temporary Loans and Deposits 1 April 2015 – 31 December 2015

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<sup>1</sup> A Counterparty is a term most commonly used in the financial services industry to describe a legal entity, unincorporated entity or collection of entities (e.g. lender/borrower) to which an exposure to financial risk might exist.

**Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18**

**Prudential Indicators**

Prl 1 – Capital Expenditure

1. The table below shows the revised figures for capital expenditure based on the current capital approved budget.

	<b>2014-15 Actual Outturn</b>	<b>2015-16 Original Estimate</b>	<b>2015-16 Revised Estimate</b>	<b>2015-16 Actual To date 31/12/15</b>
	<b>£ million</b>	<b>£ million</b>	<b>£ million</b>	<b>£ million</b>
General Fund	89.8	131.7	110.5	56.0
HRA	8.8	15.3	12.2	7.7

2. The (revised) estimate and actual to date for 2015-16 has been amended to reflect the most up to date capital budget and expenditure position.
3. The Capital Programme is monitored closely throughout the year and progress on the programme is reported to the Cabinet Capital Asset Committee (CCAC). The Month 9 2015-2016 report (as at 31 December 2015) was taken to Cabinet on 9<sup>th</sup> February.

Prl 2 – Ratio of Financing Costs to Net Revenue Stream

	<b>2014-15 Actual Outturn</b>	<b>2015-16 Original Estimate</b>	<b>2015-16 Revised Estimate</b>
General Fund	6.3%	7.3%	7.1%
Housing Revenue Account	14.8%	14.6%	14.7%

The General Fund revised estimate for 2015-16 is higher than the year end 2014-15 figure mainly due to the decrease in the net budget requirement. At the same time expected financing costs have increased very slightly, mainly principal charges.

Prl 3 – Estimate of Incremental Impact of Capital Investment Decisions on the Council Tax

4. This indicator is only relevant at budget setting time and for 2015-16 was calculated as being £-17.98.

**Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18**

Prl 4 – Gross Borrowing compared to Capital Financing Requirement (CFR)

	<b>2014-15 Actual Outturn £ million</b>	<b>2015-16 Original Estimate £ million</b>	<b>2015-16 Revised Estimate £ million</b>
CFR – General Fund	369.1	416.2	413.8
CFR – HRA	122.6	122.6	122.6
Gross Borrowing – General Fund	233.1	289.1	280.1
Gross Borrowing – HRA	118.8	118.8	118.8
<b>CFR not funded by gross borrowing – General Fund</b>	<b>136.0</b>	<b>127.1</b>	<b>133.7</b>
<b>CFR not funded by gross borrowing – HRA</b>	<b>3.8</b>	<b>3.8</b>	<b>3.8</b>

5. Prl 4 measures the so called “Golden Rule” which ensures that over the medium term net borrowing is only for capital purposes.
6. CFR not funded by gross borrowing represents capital expenditure met by internal borrowing, i.e. funded from the Council’s own funds, such as reserves and balances and working capital (an accounting term for the difference, at a point in time, between what the Council owes and what is owed to it).
7. Internal borrowing is cheaper than external borrowing, however, the ability to borrow internally will depend upon the sufficiency of reserves, balances and working capital. The sufficiency needs to be monitored and projections carried out to indicate where any adverse movements are expected, that could jeopardise the Council’s cash flow position, making it necessary to replace internal borrowing with external borrowing.
8. There is no significant change in the 2015-16 revised estimate compared to the original estimate.
9. The revised estimate for General Fund CFR and gross borrowing is based on the 2015-16 Capital Programme, which includes all of the 2014-15 slippage. The Capital Programme is being reviewed by CLT and will include a review of 2014-15 slippage. The borrowing position may, therefore, be subject to change.

Prl 5 – Compliance with the CIPFA Code of Practice for Treasury Management in the Public Services

10. All actions have been compliant with the CIPFA Code of Practice.

**Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18**

**Treasury Management Indicators within the Prudential Code**

11. The Operational Boundary and Authorised Limit, as approved by Council in February as part of the Treasury Management Strategy, detailed below, are control limits and do not compare with actual borrowing figures as capital funding requirements are not automatically taken as loans and may be funded from cash balances.

Trl 1 – Authorised Limit for External Debt

<b>Authorised Limit</b>	<b>2015-16 £ million</b>	<b>2016-17 £ million</b>	<b>2017-18 £ million</b>
Borrowing – General Fund	448.2	488.7	492.5
Borrowing – HRA	123.2	123.2	123.2
Other Long Term Liabilities	0.2	0.2	0.2
<b>TOTAL</b>	<b>571.6</b>	<b>612.1</b>	<b>615.9</b>

12. The External Debt Limit includes a margin above the Operational Boundary to allow for any unusual or unpredicted cash movements. The limit has not been exceeded in the reporting period.

Trl 2 – Operational Boundary for External Debt

<b>Operational Boundary</b>	<b>2015-16 £ million</b>	<b>2016-17 £ million</b>	<b>2017-18 £ million</b>
Borrowing – General Fund	437.2	476.7	480.5
Borrowing – HRA	123.2	123.2	123.2
Other Long Term Liabilities	0.2	0.2	0.2
<b>TOTAL</b>	<b>560.6</b>	<b>600.1</b>	<b>603.9</b>

13. The Operational Boundary is set at a limit that facilitates the funding of the Council's entire financing requirement through loans, if this was the most cost effective approach. The limit was set to anticipate expected expenditure and has not been exceeded during the reporting period (maximum borrowing during the period was £352.1 million).

Trl 3 – External Debt

	<b>31/03/15 Actual £ million</b>	<b>31/12/15 Actual £ million</b>	<b>31/03/16 Expected £ million</b>
Borrowing – General Fund	233.1	231.1	280.1
Borrowing – HRA	118.8	118.8	118.8
<b>Total Borrowing</b>	<b>351.9</b>	<b>349.9</b>	<b>398.9</b>
Other Long Term Liabilities	0.2	0.2	0.2
<b>TOTAL</b>	<b>352.1</b>	<b>350.1</b>	<b>399.1</b>

**Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18**

14. Trl 3 shows the gross External Debt outstanding, both long-term loans and temporary borrowing. A £2 million General Fund PWLB loan was repaid, on maturity, in June 2015. This has resulted in a reduction in actual borrowing, the repayment being contained within the Councils cash flow, through a reduction in investments rather than refinancing. The figure for actual borrowing at 31 March 2015 is stated at the amount that reflects actual outstanding external borrowing at the end of 2014-15 (i.e. excluding accounting adjustments, such as accrued interest and effective interest rate adjustments).

**Treasury Management Indicators within the Treasury Management Code**

Trl 4a – Upper Limit on Fixed Interest Rate Exposures

**The Council's upper limit for fixed interest rate exposure for the period 2015-16 to 2017-18 is 100% of net outstanding principal sums.**

Trl 4b – Upper Limit on Variable Interest Rate Exposures

**The Council's upper limit for variable interest rate exposure is 47% for 2015-16, 52% for 2016-17 and 54% for 2017-18 of net outstanding principal sums.**

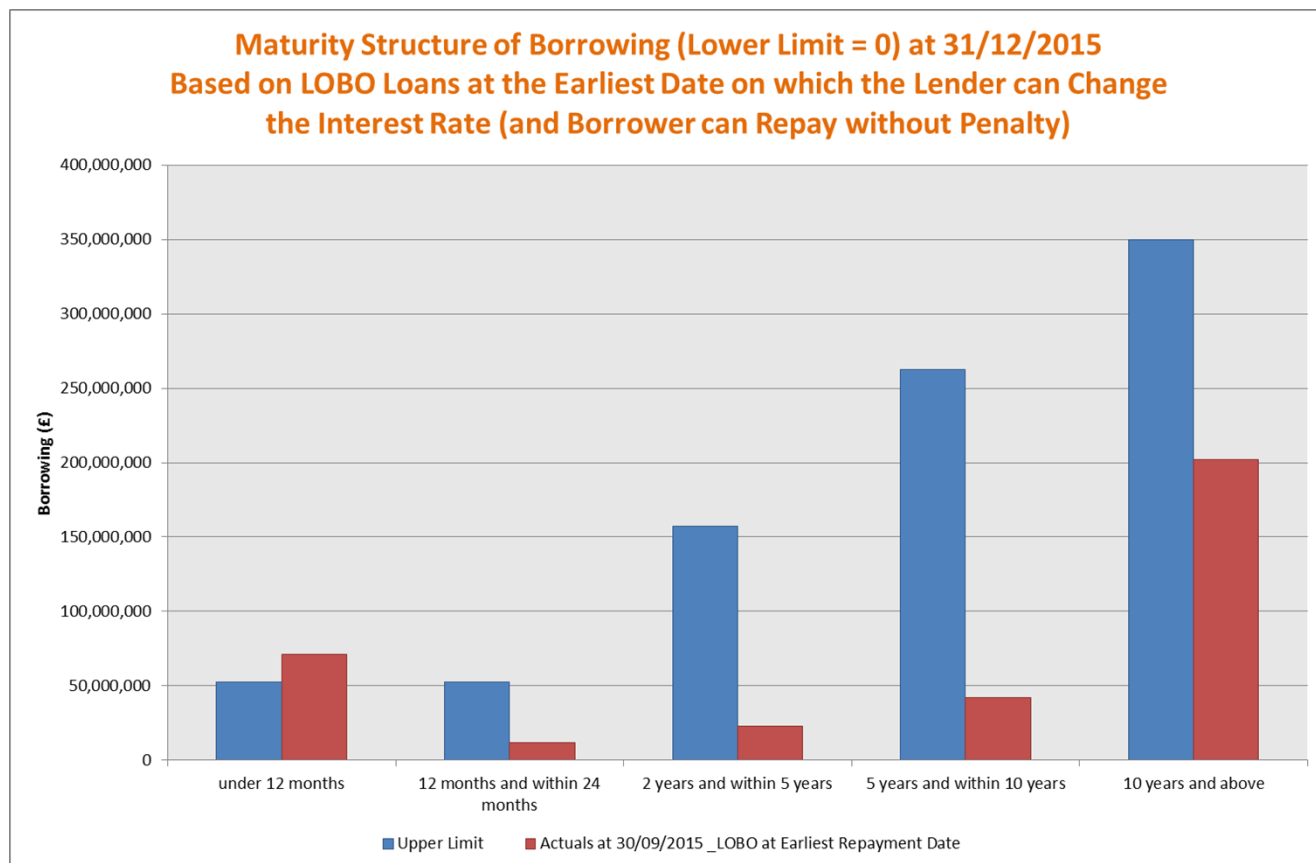
15. Options for borrowing during the period were considered, however, (mainly) due to the premium that would be incurred on the early repayment of debt and the desire to maintain the Council's relatively low average borrowing rate, no new borrowing was taken.

Trl 5 – Upper & Lower Limits on the Maturity Structure of Borrowing

<b>Limits on the Maturity Structure of Borrowing</b>	<b>Upper Limit</b>	<b>Lower Limit</b>	<b>Position at 31/12/15</b>
Maturing Period:			
- under 12 months	15%	0%	20%
- 12 months and within 24 months	15%	0%	3%
- 2 years and within 5 years	45%	0%	7%
- 5 years and within 10 years	75%	0%	12%
- 10 years and above	100%	0%	58%

16. The table above and the following graph show that the actual maturity structure is within the agreed limits, except for the under 12 months category where the position at 31 December 2015 remains temporarily above the upper limit. This is mainly due to the effect of the required treatment of LOBO loans (please refer to Trl 7 below – paragraph 19).

**Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18**



17. No long term borrowing has been taken during the period. If interest rates are favourable and an opportunity exists to take further borrowing this year we will look to match borrowing with this maturity structure.

Trl 6 – Principal Sums invested for periods of longer than 364 days

18. This Prl is now covered by the Annual Investment Strategy for 2015-16, which set a limit of £30 million, as approved by Council in February as part of the Treasury Management Strategy. During the first nine months of 2015-16 no cost effective investments have been identified. The Authority however holds a number of money market funds and a 35 day notice deposit account, which offer competitive interest rates and, in the case of money market funds, instant access for flexibility of cash management.

Trl 7 - Local Prudential Indicator

19. In addition to the main maturity indicators it was agreed in the approved Treasury Management Strategy that no more than 15% of long term loans should fall due for repayment within any one financial year. Applying the CIPFA recommendation, for the treasury report, the actual maximum in any one year is currently 20.3% (£71 million) in 2015-16. This remains temporarily above the 15% and in excess of the upper limit on the maturity structure of borrowing. However, this is not the case if the alternative (contracted maturity date) is applied. £61 million (86%) of the £71 million shown as maturing in

**Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18**

2015-16, by the recommended method, relates to LOBO loans. Through call options, the lender has the right to change the interest rate at various points, in which case the Council will repay the loans and consider whether it needs to refinance them. In the current interest rate climate (where interest rates are expected to remain low for some time – Capita are currently forecasting that the Bank Rate will rise in quarter 4 2016 and the Bank of England has stated that it expects to raise rates slowly) they are extremely unlikely to be called. With CPI inflation now likely to be at or near zero into early 2016, it is currently very difficult for the MPC to make a start increasing Bank Rate. A summary maturity profile is shown in Appendix 2.



**SUMMARY OF LONG TERM BORROWING 1 APRIL 2015 – 31 DECEMBER 2015**

**Loans Raised During the Period**

Date Raised	Lender	Amount (£m)	Type	Interest rate (%)	Maturity date	No. of years
No Loans were raised during the period						
	<b>Total</b>	0.000				

Average period to maturity (years) 0.00

Average interest rate (%) 0.00

\* Loans taken to restructure \*\* Loans taken for purchases instead of leasing

**Maturity Profile at 31 December 2015**

Year	PWLB	Amount (£m)				% age		Average rate (%)	
		Market Loans (LOBO)		Total		Next Call Date	Contracted Maturity	Next Call Date	Contracted Maturity
		Next Call Date	Contracted Maturity	Next Call Date	Contracted Maturity				
(A)	(B)	(C)	(A)+(B)	(A)+(C)					
1 to 5 years	44.816	61.000	-	105.816	44.816	30.2	12.8	3.873	3.194
6 to 15 years	91.123	-	-	91.123	91.123	26.0	26.0	3.139	3.139
16 to 25 years	78.500	-	-	78.500	78.500	22.4	22.4	3.928	3.928
26 to 50 years	74.500	-	45.000	74.500	119.500	21.3	34.1	4.497	4.460
Over 50 years	-	-	16.000	-	16.000	-	4.6	-	4.298
<b>Totals</b>	288.939	61.000	61.000	349.939	349.939	100.0	100.0	3.827	3.827

Average period to maturity (years) 15.21 22.40

**Market (LOBO) Loans:** The table above includes the maturity profiles using both the earliest date on which the lender can require payment and the contracted maturity dates. Please refer to paragraph 2.14 of the main report for the current guidance on determining the maturity profile of LOBO loans.

**SUMMARY OF TEMPORARY LOANS AND DEPOSITS 1 APRIL 2015 – 31 DECEMBER 2015**

Deposits Outstanding at 31 December 2015

Borrower	Amount £m	Terms	Interest Rate	Capita Credit Rating at 31/12/2015
National Bank of Abu Dhabi	8.000	Fixed to 31-Mar-16	0.80	Orange - 12 Months
Landesbank Baden Wuerttbg	8.000	Fixed to 12-Apr-16	0.80	Red - 6 Months
DBS Bank Ltd.	8.000	Fixed to 05-Feb-16	0.65	Orange - 12 Months
Svenska Handelsbanken	0.017	No fixed maturity date	0.50	Orange - 12 Months
BlackRock Money Market Fund	8.601	No fixed maturity date	0.45	AAA
J P Morgan Money Market Fund	0.002	No fixed maturity date	0.42	AAA
Prime Rate Money Market Fund	14.909	No fixed maturity date	0.48	AAA
Goldman Sachs	0.000	No fixed maturity date	0.44	AAA
Standard Life Investments Liquid	3.986	No fixed maturity date	0.49	AAA
Landsbanki (Escrow Account)	0.024	Est Recoverable Amount	4.60	N/A
<b>Total</b>	<b>51.538</b>			

The credit rating of Landesbank Baden Wuerttemberg (LBW) has changed since the date of the investment. This has resulted in the reduction of the suggested duration in respect of the counterparty. When the deposit was placed the suggested duration was 12 months. The deposit with LBW, using the Capita credit list, still has a suggested duration of 6 months, however, the counterparty has been removed from the Council's credit list as the Fitch short term rating has been reduced from F1+ to F1 and is now below the additional criteria for foreign counterparties required by the current Treasury Strategy (i.e. at least F1+). No further funds will be deposited with LBW while the minimum requirements remain below those within the Treasury Strategy.

Investments held have decreased by £7.229 million between the end of September 2015, as reported in the previous quarterly report, and the end of December 2015. This is because of movements in cash flows, including (reversing) timing differences in the receipt and payment of cash (e.g. decreased receipts/increased payments, particularly those associated with the funding arrangements for Business Rates Retention). The cash position is constantly reviewed to ensure that the Council maintains an appropriate level for cash flow purposes. The timing differences will be reduced as the financial year progresses.

	Year Ended 31/03/2015 £m	Quarter Ended 30/06/2015 £m	Change from Year End £m	Quarter Ended 30/09/2015 £m	Change from Quarter Ended 30/06/2015 £m	Quarter Ended 31/12/2015 £m	Change from Quarter Ended 30/09/2015 £m
<b>Total Deposits Outstanding</b>	<b>42.870</b>	<b>71.050</b>	<b>28.180</b>	<b>58.767</b>	<b>-12.283</b>	<b>51.538</b>	<b>-7.229</b>

**Wiltshire Council**

**Cabinet**

**15<sup>th</sup> March 2016**

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**Subject:** A303 – Stonehenge Improvement

**Cabinet member:** Councillor Fleur de Rhé Philipe  
Economic Development, Skills and Strategic Transport

**Key Decision:** No

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## **Executive Summary**

In 2014, the then coalition Government published a plan outlining how £15.1 billion will be invested in 84 schemes across the national road network between 2015 and 2021.

That wider commitment included £2 billion to improve (as a dual carriageway expressway) the A303 and A358 in the south west, including a twin bored tunnel at Stonehenge.

Dualling the A303 and A358 is a nationally significant infrastructure project (NSIP) as defined by the Planning Act 2008.

Part of the A303 runs through the Stonehenge World Heritage Site and there are significant heritage elements to this project.

This NSIP will be promoted by Highways England under the requirements of the Planning Act to secure a Development Consent Order (DCO) to allow work to begin. This process will involve detailed engagement with the general public, local communities and stakeholders. The first round of engagement with local communities on plans for the A303/A30/A358 corridor will begin early in 2016.

The purpose of this report is to explain the DCO process, and to set out the main implications for the Council.

## **Proposal(s)**

It is recommended:

- a. that Cabinet notes the report,
- b. acknowledges the inevitable resource implications for the Council,
- c. acknowledges the need for strong governance arrangements

(items b. and c. above will be the subject of future reports)

**Reason for Proposal**

To ensure that the Council's role in the DCO process is properly discharged

**Parvis Khansari**  
**Associate Director for Highways & Transport**

## Wiltshire Council

### Cabinet

### Date of meeting

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<b>Subject:</b>	A303 – Stonehenge Improvement
<b>Cabinet member:</b>	Councillor Fleur de Rhé Philipe Economic Development, Skills and Strategic Transport
<b>Key Decision:</b>	No

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### Purpose of Report

2. In 2014, the then coalition Government published a plan outlining how £15.1 billion will be invested in 84 schemes across the national road network between 2015 and 2021.

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This NSIP will be promoted by Highways England under the requirements of the Planning Act to secure a Development Consent Order (DCO) to allow work to begin. This process will involve detailed engagement with the general public, local communities and stakeholders. The first round of engagement with local communities on plans for the A303/A30/A358 corridor will begin early in 2016.

The purpose of this report is to explain the DCO process, and to set out the main implications for the Council.

### Relevance to the Council's Business Plan

3. Improvements along the A303 help meet the priorities of the Council's Business Plan, including:
  - Outcome 1 - Wiltshire has a thriving and growing local economy
  - Outcome 2 – People in Wiltshire work together to solve problems locally and participate in decisions that affect them
  - Outcome 3 - Everyone in Wiltshire lives in a high quality environment
  - Outcome 6 – People are as protected from harm as possible and feel safe

### Main Considerations for the Council

4. In 2005, a Public Inquiry was held to consider the then Highways Agency's published proposal for improvements at Stonehenge to place the A303 in a 2.1km bored tunnel.
5. The then Wiltshire County Council formally resolved to support the scheme – that resolution remains extant.
6. On the 20 July 2005, the Inspector's Report on the Public Inquiry into the A303 Stonehenge Improvement was published. In his Report, the Inspector recommended in favour of the Published Scheme promoted at the Inquiry, and he further recommended that the Scheme Orders should be made, subject to some minor modifications.
7. On the same day, the then Minister of State for Transport announced that, as a result of a substantial increase in the cost of the Published Scheme, the Government had decided to review whether the Scheme still represented value for money and the best option for delivering improvements to the A303 and to the setting of Stonehenge.
8. On 6 December 2007, the then Roads Minister announced that the whole scheme had been cancelled due to increased costs.
9. Improvement to the A303/A358/A30 corridor has long been considered a priority by a strong coalition of businesses, LEPs, local authorities, emergency services and cross-party MPs.
10. The route experiences considerable congestion, and road safety problems, and is seen as an extremely unreliable access point to the South West, resulting in restraints to development and business growth along the corridor.
11. The inherent lack of resilience in transport routes linking the South West with UK and international markets is highlighted time and time again when the limited road or rail links to the area are closed due to accidents, flooding or even routine maintenance works.
12. In 2013, Authorities along the corridor (Somerset, Devon, and Wiltshire), the Highways Agency and Heart of South West Local Enterprise Partnership collaborated to bring together a case for investment, seeking a commitment from Government to progress a whole route improvement over time, based on the considerable wider economic benefits and direct transport benefits it would deliver. The prospectus prepared in support of that position is attached as **Appendix 1**.
13. In December 2014, the then coalition government published their Road Improvement Strategy (RIS)<sup>1</sup> outlining a long-term programme for motorways and major roads, including:
  - £3.5 billion on 20 new schemes that will address some of the most long-standing and notorious network hotspots, including building a tunnel at least

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<sup>1</sup> <https://www.gov.uk/government/collections/road-investment-strategy>

*1.8 miles long at Stonehenge and dualling the whole of the A303, transforming connectivity to and from the South West*

14. Highways England has advised that their challenge is to start on site at Stonehenge prior to 2020.
15. Wiltshire Council has been involved (with key partners) with the development of the most recent World Heritage Site Management Plan for Stonehenge (Stonehenge, Avebury and Associated Site May 2015) and is a signatory to its overarching aim of protecting the outstanding universal values of the site.

### **Development Consent Order Process**

16. Section 22 of the Planning Act 2008 sets out criteria for Highway schemes to be considered as nationally significant infrastructure projects and therefore capable of being dealt with under the Development Consent Order (DCO) process.
17. This process was introduced with an aim that it would be a one stop shop for any significant infrastructure project (including some processes which normally the Council may have been the decision maker). The Stonehenge project falls into this category.
18. The role of the Council within this process is likely to be a statutory Consultee (and one of the principal consultees). It is inevitable that there will be a number of Council facets that will be engaged.
19. Highways England will also be looking to the Council to broker local consultation with Parish/Town Councils and other representative groups and individuals with a local interest.
20. Recent meeting with Highways England suggests that local consultation will commence mid February.
21. The recent consultation exercise associated with Army Basing<sup>2</sup> was a successful exercise in reaching a wide range of stakeholders, hosted locally by Area Boards. The Defence Infrastructure Organisation (DIO) led the exercise, however Area Boards had a key community engagement role, and facilitated a number of very well attended events in their local areas. The document attached as **Appendix 2** explains further.
22. Given the sensitivity of the project, there are likely to be conflicts which develop over competing (and often strongly held) views - it will be necessary for the Council to establish an appropriate process within which key decisions will be made.
23. To avoid unnecessary delays for significant infrastructure there are fairly rigid time constraints at each stage of the process and therefore It will be necessary for the Council to pull together significant information within tight time frames. The table below shows the various stages associated with a typical DCO - the process is not dissimilar to an examination for soundness regarding adoption of a core strategy or development plans.

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<sup>2</sup> Relocation of troops from Germany by 2020

Stage		Year 1											Year 2								
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
Pre-Application	Options, Consultation and Design (Flexible)																				
Acceptance		28d																			
Pre-Examination			3m/Flex																		
Examination					6 months																
Decision												3 months		3 months							
Post Decision																		6 wks			

24. **Pre application stage** begins when Highways England inform the Planning Inspectorate they intend to submit a Development Consent Order application in the future. Highways England are required to do a pre submission consultation on the proposal.
25. The length of time for this consultation varies depending on the project. There is also at this stage a requirement on Highways England to agree a Statement of Community Consultation (SOCC) with affected local authorities. The SOCC will form part of the formal application.
26. Before the consultation period commences, Highways England will agree a SOCC with Wiltshire Council which will be published. The SOCC will provide details of where and when scheme information can be viewed and how people can comment.
27. The Council will need to consider its position on a number of aspects; impacts on our own transport network, local communities, economic impacts, environmental/heritage impacts; land ownership, etc.
28. There are significant potential conflicts that could arise that may need to be reconciled by the Council including tensions contrasting local and wider County issues, economy vs environmental or community needs etc.
29. As a key stakeholder, it is anticipated that collaborative working arrangements will need to be agreed between the Council and Highways England; to ensure effective flow of information at all levels and to assist in discussion and resolution of issues as they arise. This collaborative and constructive working arrangement has already commenced and will continue throughout the decision making process, as well as through construction and into operation of the scheme.
30. This information and potential conflicts also need to be considered at the examination stage however careful preparation at this stage will minimise difficulties at the more public pre-examination and examination stages.



31. **Acceptance:** begins when Highways England submit a formal application for development. PINS have 28 days to satisfy themselves that the application is in order.
32. Within 2 weeks of submission, Wiltshire Council will be required to submit to PINS a report commenting on the adequacy of the consultation.
33. **Pre-examination:** Stakeholders and members of the public will be able to register with the Planning Inspectorate and provide a written summary of their views of the application. At the pre-examination stage, everyone who has registered and made a representation will be invited to attend a preliminary meeting, run and chaired by an Inspector. This stage of the process would take approximately 3 months from notification that application has been accepted for examination.
34. Within 2 weeks of submission, Wiltshire Council will be required to submit to PINS a report commenting on the adequacy of the consultation.
35. **Examination:** The planning inspectorate has six months from close of pre examination to carry out the examination. During this stage, people who have registered to have their say are invited to provide more details of their views in writing. PINS carry out a number of issue specific hearings and site visits, similar to Public Inquiries.
36. There will be requests for additional information, questions, representations and responses; all delivered to a set of deadlines established at the preliminary meeting. Deadlines cannot be missed.
37. Wiltshire Council will be required to submit a Local Impact Report to PINS, setting out how we see the impacts of the scheme.
38. Highways England will develop a statement of common ground with each key stakeholder. This process will commence as early as is practical and should be completed before public hearings are held.
39. **Decision:** From the close of Examination, the Planning Inspectorate have 3 months to prepare a report and recommendation to the relevant Secretary of State. The SoS then has a further 3 months to make the decision on whether to grant or refuse development consent. The SoS has powers to make changes or impose requirements to the DCO.
40. **Post Decision:** Once a decision has been issued by the Secretary of State, there is a six week period in which the decision may be challenged (judicial Review) in the High Court.
41. The above points go some way to explaining the main aspects of the DCO process, however the Planning Inspectorate website offers a good deal of additional information<sup>3</sup>.
42. Of particular relevance is their "*Advice note two: The role of local authorities in the development consent process*" – a copy is attached as **Appendix 3**

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<sup>3</sup> <http://infrastructure.planninginspectorate.gov.uk/legislation-and-advice/advice-notes/>

## **Overview & Scrutiny Engagement**

43. None

## **Safeguarding Implications**

44. None

## **Public Health Implications**

45. The condition and operation of roads, byways, footpaths and related infrastructure can have serious safety implications. A key outcome of the scheme is to improve safety along the corridor.

## **Procurement Implications**

46. None

## **Equalities Impact of the Proposal**

47. A full assessment will be undertaken by Highways England as part of the DCO process

## **Environmental and Climate Change Considerations**

48. The scheme has significant implications for heritage, archaeology and ecology, all of which will need to be properly explored through the DCO process. As a signatory to the WHS Management Plan and member of WHS Partnership Panel, the Council, and its partners have a responsibility to protect the outstanding universal value of the site and any decisions relating to this will be monitored by UNESCO.

49. The scheme will provide benefits in improved traffic flows, reduced delays and a consequential reduction in noise and emissions.

## **Risk Assessment**

50. None

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

51. The DCO process may be delayed.

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

52. Although Highways England are the scheme promoter, the demand on Council resource will be high.

53. Early indications are that work will begin in earnest in early 2016, and several service areas across the Council will be asked to become engaged to a significant level in a process that will be driven by tight deadlines (in order to achieve a start no later than 2020)
54. There is little doubt that the Council's available resource will be stretched beyond present capacity – it will for CLT and Cabinet to consider how to balance those demands against other competing priorities.

### **Financial Implications**

55. We recognise that the programme will require resources. At this stage detailed analysis is underway. As such the principle is that any additional costs are borne by external fees or reprioritisation of internal resources. Further work will identify in more detail the impact on resources; if this reveals additional pressures on the Medium Term Financial Plan then funding will need to be identified. A further report will come forward with this detail in 2016.

### **Legal Implications**

56. Given the complexity and unfamiliarity of the DCO process, Members and officers will require legal support throughout the process. The level of resource required could be significant.

### **Options Considered**

57. None.

### **Conclusions**

58. The Council's engagement in the DCO process will have significant (currently unfunded) resource implications, requiring detailed contributions from a wide range of service areas including specialised input from planning, highway, archaeology, ecology and economy experts.
59. The Council has no direct experience of the DCO process, and both Members and officers will need to become familiar with the legal, procedural and practical implications.
60. Engagement in the DCO process is highly likely to be controversial, and the Council will need to establish a strong and well understood governance arrangement to manage political and professional inputs.

### **Proposal**

61. It is recommended:
- a. that Cabinet notes the report,
  - b. acknowledges the inevitable resource implications for the Council,
  - c. acknowledges the need for strong governance arrangements

(items b. and c. above will be the subject of future reports)

## **Reason for Proposal**

62. To ensure that the Council's role in the DCO process is properly discharged.

**Parvis Khansari**  
**Associate Director of Highways & Transport**

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Report Author:

Allan Creedy – Head of Service Sustainable Transport

## **Background Papers**

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

## **Appendices**

- Appendix 1** "A303 Corridor Improvement Programme" : Outline economic case and proposed next steps - April 2013
- Appendix 2** "Army Basing - Salisbury Plain; Consulting for a Masterplan" : Defence Infrastructure Organisation – February 2014
- Appendix 3** "The Role of Local Authorities in the Development Consent Process" : Planning Inspectorate – February 2015

# A303 Corridor Improvement Programme

(including the A358 and A30)

## Outline economic case and proposed next steps

April 2013

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HEART OF THE SOUTH WEST  
Local Enterprise Partnership



Wiltshire Council  
Where everybody matters

Devon  
County Council



# Foreword

*“The A303 acts as a beaver dam across the flowing river bringing people to us. We totally support the upgrading of the road as we know from experience how much the A30 improvements made a difference, we know that the A303 will have a similar if greater impact still.”*

Sir Tim Smit KBE, Chief Executive, Development and co-founder of The Eden Project.

An improvement to the A303/A358/A30 corridor has long been considered a priority by a strong coalition of businesses, LEPs, local authorities, emergency services and cross-party MPs who are calling for vital improvements to the A303 corridor to boost the South West economy and support the Government’s drive for growth.

The route experiences considerable congestion, and road safety problems, and is seen as an extremely unreliable access point to the South West. From a survey of over 650 businesses, a worrying 89% said the unreliability of the route was harming their business. This has resulted in restraints to development and business growth along the corridor.

The inherent lack of resilience in transport routes linking the South West with UK and international markets is highlighted time and time again when the limited road or rail links to the area are closed due to accidents, flooding or even routine maintenance works.

Authorities along the corridor (Somerset, Devon, and Wiltshire), the Highways Agency and Heart of South West Local Enterprise Partnership have collaborated to bring together a case for investment as summarised in this document. This strategy complements the National Infrastructure Plan and Government investments to remove barriers to growth in the South West such as funding for faster broadband connectivity, improvements to the A30 (Temple) and the South Devon Link Road.

We are seeking a commitment from Government to progress the whole route improvement over time, based on the considerable wider economic benefits and direct transport benefits it would deliver.

There is a clear case for the Highways Agency to take the scheme forward as a priority within their investment programme and deliver sections of the improvement in phases. Further detailed work will be required within forthcoming Agency Route Based Studies, but we have established that many sections of the route represent high value for money when comparing the cost of the improvements to the predicted transport and wider economic benefits.

We want the Government to agree to progress improvements to the single carriageway sections which are high value for money as early phases of the overall improvement and consider that a number of sections of the route can be delivered quickly.

There are also opportunities for Government to explore private sector delivery, operation and management as part of the national work on roads reform. There is a clear and compelling economic case for progressing the scheme.

Signed by

**Heart of South West Local Enterprise Partnership**  
**Devon County Council**  
**Somerset County Council**  
**Wiltshire Council**

# Summary

Somerset County Council and its partners including the Heart of the South West LEP, Devon County Council and Wiltshire Council in consultation with the Highways Agency have been developing an investment case to significantly improve the A303/A358/A30 road corridor between Amesbury, Taunton and Honiton.

## Economic growth

The catalyst for this work has been the national desire to consider infrastructure projects that stimulate local economic growth. The South West economies of Wiltshire, Somerset, Dorset, Devon and Cornwall contribute proportionately less to the UK economy than other regions as measured by GVA per head. Our wages are below the average for the whole South West. South West LEPs and the CBI consider that we have a unique opportunity to contribute more to the national economy by releasing the untapped potential in the South West economy through investment in this vital piece of strategic infrastructure.

## Route importance & resilience

Together with the M3 and A30, the A303 makes up one of the main routes from London to South West England. Despite being a primary route to and from South West England and a European 'TEN-T' route, the corridor is frequently congested and viewed by businesses as highly unreliable. Congestion is frequently reported throughout the year on the route's single carriageway sections. This is undoubtedly a contributory factor to reduced business productivity levels along the route compared to areas along the M4/M5 corridor, which perform notably better in economic terms.

## Our proposal

Our proposal involves improving the route to a dual carriageway standard with early improvements to three single carriageway sections which offer good value for money as stand-alone investments. In the longer term there is a need to deliver capacity improvements to key junctions along the route. The aim being the provision of a consistent standard along the whole route.

## Key outcomes

### The scheme will:

- Generate 21,400 jobs;
- Generate £41.6bn to the economy (GVA);
- Provide transport benefits of £1.9bn due to a reduction in journey times, congestion and delays;
- Provide good value for money when considering travel time, operating cost and safety benefits compared to scheme costs, with many sections of the scheme providing high value for money as early phases of delivery;
- Generate employment related economic impacts of £7.2bn;
- Increase visitor expenditure by £8.6bn per year;
- Improve transport resilience to cope with incidents and during flooding;
- Save an anticipated 1807 fatal or serious casualties over 60 years;
- Reduce carbon emissions by 9%

*(Parsons Brinckerhoff A303 A358 A30 Corridor Improvement Programme Economic Impact Study).*



# What we want from the Government

The information within this document demonstrates there are considerable economic benefits in improving the end to end route – this will facilitate a renaissance of the towns along the corridor, assist the economic growth of the south west and create a safer, more resilient transport network with less congestion and greater journey time reliability. We have two vital questions for Ministers:

1. Do Ministers agree that improving the A303/A358/A30 corridor over time aligns well with the Governments economic growth and carbon reduction policies? (Note that this scheme is one of the LEP's, SW Chambers and CBI's top priorities).
2. Following on from the recent budget announcement of an additional £3bn a year towards infrastructure, will Ministers now provide the DfT and Highways Agency with a mandate to progress the business case in detail as a matter of urgent priority for the following single carriageway sections as being the first deliverable in a longer-term commitment to improve the route with the support of the local authorities and LEPs?
  - **Dualling the Sparkford to Ilchester section – cost £50m**
  - **Small scale improvements between Ilminster and Honiton – cost £50m**
  - **Dualling the Chicklade Bottom to Mere section – £150m**

These sections offer good value for money and return almost 6 times the investment in terms of transport economic benefits. They could be delivered relatively quickly having been through some of the required statutory processes.

## Support

The campaign to improve the A303/A358/A30 corridor commands strong support from LEPs, the CBI, South West Chambers, local authorities, emergency services and cross-party MPs.

HEART OF THE SOUTH WEST

### Local Enterprise Partnership



#### **Tim Jones, Chairman, Heart of the South West LEP:**

The A303's importance cannot be underestimated and ensuring that traffic can flow freely along this key route is crucial to the south west's economy. Business needs confidence in the infrastructure, or it cannot grow; a resilient road network is one of our top priorities for economic growth.





**Chris Pomfret, Chairman of the Cornwall and Isles of Scilly LEP:**

“Serious and consistent under investment in infrastructure is

a major limiting factor on economic growth in the South West Peninsula. The continual concern with the North / South divide seems to ignore the fact that some of the poorest communities in the country are in the South West. We have shown that despite the infrastructure impediments we are able to grow so just think what could be the case if they were removed. The **future growth potential** of the UK will be led by SMEs and we have many of the best in the country here in the South West. We need Government to support sustained investment in our strategic transport network to realise the South West’s full potential. Government should be looking at how improvements to the A303 can act as a **catalyst for further economic growth** and **maximise the benefit** of the investments that Government already is making in the network, for example on the A30 at Temple and on the new South Devon Link Road.”

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**Stephen Glaister, Director, RAC Foundation:**

“Completion of the A303 would result in **increased potential for business and residential development bringing substantial benefit to the region.** It will provide relief to the M4 and M5 alongside reductions in journey times and fuel consumption.”



**Julie Pilbeam, Agusta Westland, Yeovil:**

“The proposals as outlined would provide **enormous benefits to our business operation** in that our many logistic movements would be able to travel unhindered by the current delays so often encountered.”



**Sir Tim Smit KBE, Chief Executive, Development, and co-founder of The Eden Project:**

“The far SW of Britain is the tourism capital of Britain, despite being at the far end of the country. When the A30 was improved visitors came in increasingly larger numbers. We knew it would. **To ensure the industry’s long term future** and to thrive in the 21st Century it has to have the road connections that encourage people to feel that it is accessible. Cornwall is intensely aware that the A303 acts like a beaver dam across the flowing river bringing people to us. It may be far up river but impacts on us more than

is immediately apparent. **We totally support the upgrading of the road** as we know from experience how much the A30 improvements made a difference **we know that the A303 will have a similar if greater impact still.**”



**Philip Coward, Managing Director, The Hill Brush Company Ltd, Mere, Wiltshire:**

“We consciously decide not to travel on the A303 on a Friday especially in the afternoon, because it can involve so much wasted time. We also deter deliveries on Fridays if possible. This is **not a sensible situation for any business**, and one that should be addressed urgently. Naturally an improved A303 would bring more **business and therefore jobs** to southern Wiltshire.”



**Graham Mottram, Director, Fleet Air Arm Museum, Ilchester:**

“There is no doubt in our opinion that any improvements, essentially dualling, to the A303, ought to **bring benefits to our tourism economy** by dint of improving the perception of visitors’ from the south east that the south west is easily accessible. We all know that this is currently not the case... If that journey could be shortened and/or eased, the potential for short breaks would certainly improve, because potential visitors would not have to factor in a lengthy delay into their travel plans.”



**Lee Howell, Chief Fire Officer,  
Devon and Somerset Fire and Rescue Service:**

**“The A303 forms an essential business and tourist corridor, bringing much needed investment to local businesses and supporting economic growth in the South West. It is however inadequate for the volume of traffic using it and the nature of the road in its current state presents the fire and rescue service with some significant challenges. On average a collision occurs every 6 days on the A303. Too often, Devon & Somerset Fire and Rescue Service, along with our emergency service partners, see the life changing impacts of collisions on this road. The cost to our communities and society is immense and whilst we continue to engage road users in education with our partners to attempt to modify driver behaviours, additional factors such as road improvements will improve safety and in doing so, reduce the associated societal cost to our communities. As such, we fully support the need to improve the A303 as this will not only improve the local infrastructure and improve accessibility but at the same time, this much needed investment will also improve safety of the public.”**



**Councillor Tudor Evans, Leader,  
Plymouth City Council:**

Plymouth recognises the strategic importance of the A30 / A303 to the South West – and any measures that help bring people into the region get our support. With all authorities working closer together and with the Highways Agency and Department for Transport to secure improvements to this route, we can look forward to a stronger regional economy – not just because of visitors coming here to enjoy this stunning part of the country, but for quicker road journey times for our businesses who rely on this route to get their goods to and from the South East.



South Western Ambulance Service NHS Foundation Trust

**Wayne Darch, South Western Ambulance Service NHS Foundation Trust:**

We are happy to contribute towards the case for improving the A303 and would support the view that it is one of only two strategically important routes into the region. The A303 also provides our services across Somerset with essential links between the two County hospitals namely, Musgrove Park Hospital, Taunton and Yeovil District Hospital.



**Torbay Mayor Gordon Oliver:**

Business is all about having the right connections - and Torbay is committed to working with local partners and improving the South West's links to global markets. We fully support the business case for improving the A303; the South West Peninsula urgently needs a stronger strategic transport network and improving road infrastructure will be vital to capitalise on the benefits of the £110 million South Devon Link Road due for completion in 2015.”



**John Cridland, CBI Director General**  
*(from his letter to the Chancellor of the Exchequer, February 2013)*

We would like to see bold action to fast-track a limited number of projects to design and planning on the basis that there are pivotal in underpinning the Government's broader growth priorities: boosting our export capability and maximising the economic potential of all regions. On the road network, the M4 relief road, the A303 and the A14 should all fall into this category.

**Key Evidence:**

# Infrastructure and the SW Economy

– the need for a stronger backbone

## South West economic challenge

The South West Peninsula has a population of almost 2.2 million people, twice as large as Tyne and Wear, one third larger than Glasgow City region and similar in size to West Yorkshire. The A303 includes the key growth centres of Yeovil, Salisbury, Taunton and Honiton along its route and plays a key role in accessing Wiltshire, Dorset, Somerset, Devon, Cornwall, Plymouth and Torbay. We believe that providing a more robust and resilient transport network to help accommodate peaks in traffic flow, accidents and other events such as the recent flooding, we can start to address some of the issues below and achieve our aim of a high quality reliable route to the South West and make a significant (GVA) contribution to the UK Plc.

## Growing economy from a low base

GVA per head is significantly lower in the areas served by the A303 with Wiltshire (£17,000), Dorset (£15,000), Somerset (£16,000) and Devon (£16,000) all lower than the national average of £20,341 (2011) This compares to a GVA per head of £25,000 for Bristol and £27,000 for Swindon (*Parsons Brinckerhoff A303 Infrastructure Study – Phase 2 Baseline Report*), both of which are served by a more resilient and robust transport network. In addition, GVA's in the region remain significantly below the EU average, partly due to poor connectivity. Any risks to the region's transport links are likely to threaten the growth of the local economy disproportionately and need to be avoided. Improved connectivity will ensure that investment confidence and business reputation in the region is maintained and grows. (*Devon: Extreme Weather Resilience 2013*)

## Low average wage

For all the counties in the study area, wages are below the South West average, ranging from a low of £25,000 in Devon to £28,000 in Wiltshire and lower than the UK average of £33,000. (*NOMIS, 2012*)

## Growing population

Population is growing at a faster rate than the national average, putting extra pressure on the demand for travel both on the local and strategic road networks.

## Business perceptions

Identified through our recent economic assessment for the route improvements, over 650 businesses surveyed believe:

- Journey time reliability on the route is a problem for many businesses, and disruption to business travel is identified as a particular issue, affecting 89% of businesses that responded
- Creating an end to end dual carriageway would have a strong positive impact for 50% of businesses, and a positive impact for a further 39%
- 62% of businesses reported that the improvement would have a positive impact on their turnover
- 77% of respondents felt that the improvement would increase investment in the area
- 77% of businesses said their site would be more viable as a business location if the route was an end to end dual carriageway.

(*Parsons Brinckerhoff A303 A358 A30 Corridor Improvement Programme Economic Impact Study*)

## Resilience

Severe flooding events were experienced across the South West peninsula throughout much of 2012 and early 2013. Access to the South West Peninsula was severely affected. Trunk Road closures were enforced at the following locations in late 2012 and early 2013:

- M5 between Taunton and Wellington;
- A35 between Dorchester and Bridport; and
- A303 at Ilminster.

Severe disruption to the Great Western and West of England main lines compounded the impact with continuous closures of up to 15 days. The UKCP09 climate projections for the Government show that this severe weather was not an anomaly and the South West is highly likely to experience this impact more regularly in the future. Initial research by Devon County Council shows the cost of the 2012/13 floods to the Devon economy and public services was £507 million and further work is now underway to analyse the total economic impact on the South West.

The financial implications are felt in terms of the increased maintenance burden which is placed on upper tier Authority revenue budgets in the short term, but also longer term when the legacy of the repairs becomes clearer. Furthermore there is a more wide-spread impact on the Peninsula economy both in the short term through operational issues, but perhaps more damagingly, in the longer term through a lack of strategic transport resilience and connectivity which will affect economic output and investment confidence.



### Transport

Together with the M3, the A303/A358/A30 road corridor makes up one of only two routes from London to South West England saving approximately 30 miles when compared to the M4/M5 route. There are also key towns along the route which have no viable alternative other than the A303, such as Chard, Ilminster, Wincanton, Yeovil and Amesbury. Much of the route is already dual carriageway, but seven intervening sections of single carriageway road create a large variation in standard, causing frequent congestion and accidents making journeys unreliable and extremely frustrating for drivers and businesses.

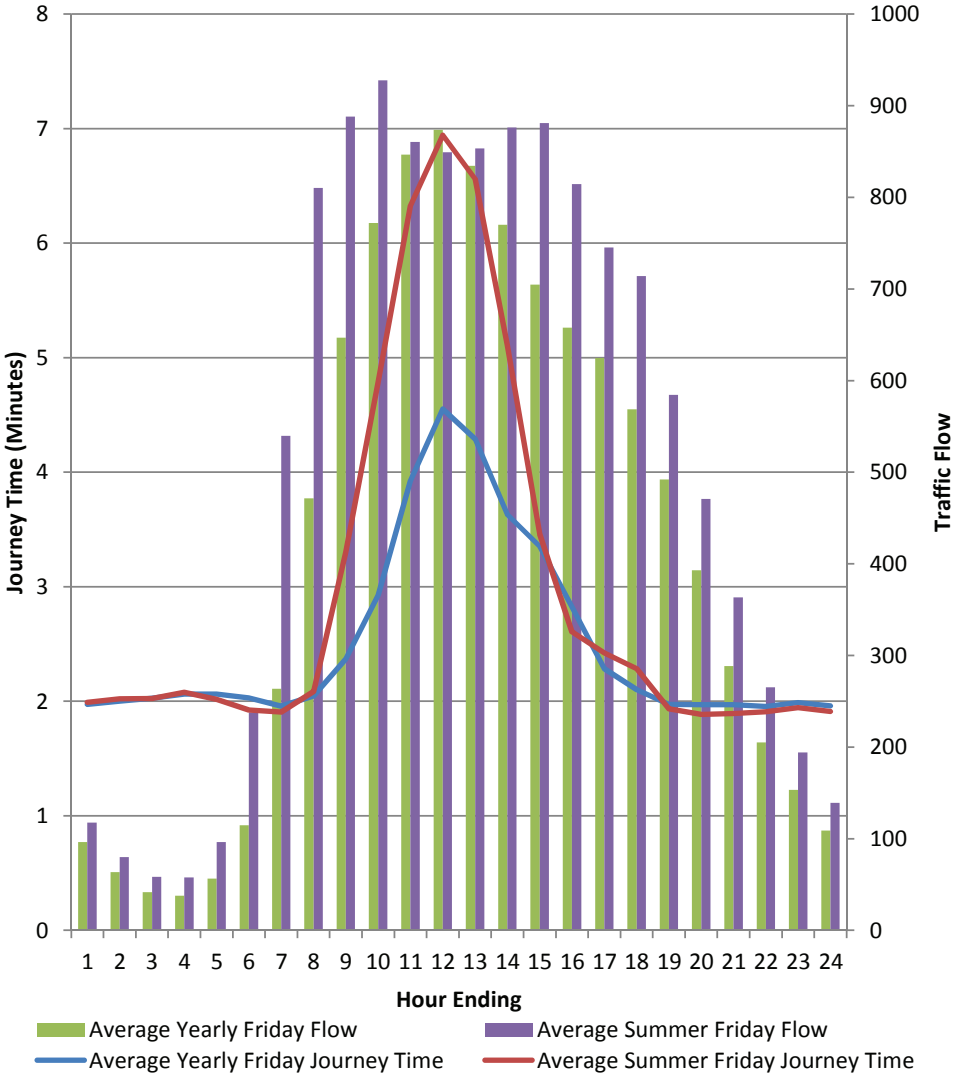
### Traffic flows

Traffic flows along the route are characterised by a significant variation in daily traffic flows throughout the year. This makes the corridor very unreliable for users to predict the length of their journey, with average journey times between Amesbury and M5 Junction 29 varying from 90 minutes to 135 minutes. Reduced link speeds on the single carriageway sections highlight the congestion and delay experienced by road users, as demonstrated by the chart below. It is shown that on this particular section, average summer Friday journey times increase from 2 to 7 minutes as traffic flows increase. Within these averages there are significant variations. Traffic flows are shown to peak at approximately 900 vehicles per hour demonstrating the low capacity of the road. The majority of congestion is caused by the 2 lane sections reducing to 1 lane.

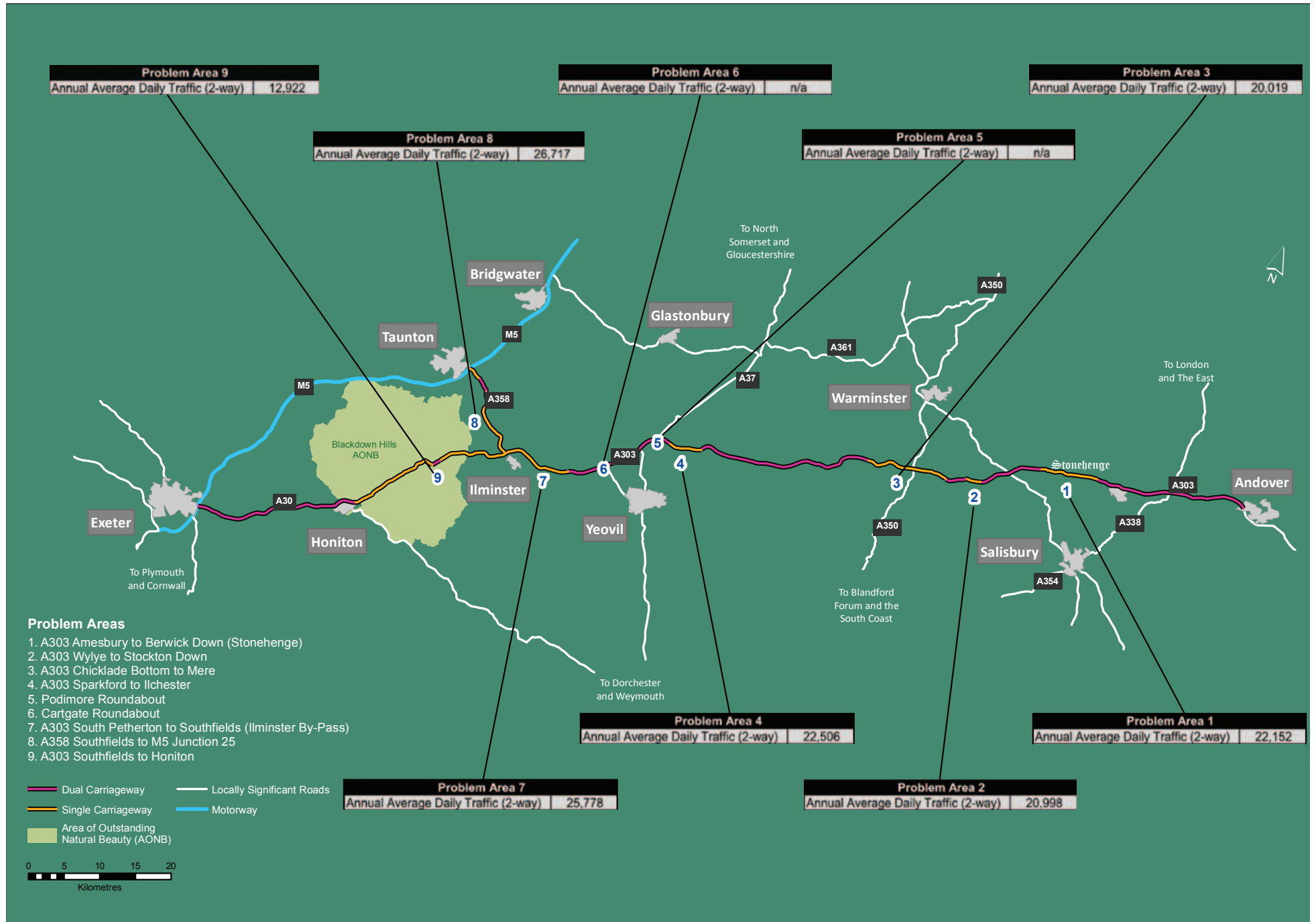
### Accidents

Between 2007 and 2011 there were 594 accidents on the single carriageway sections of the route. On average a collision occurs every 6 days on the A303 (*Devon and Somerset Fire and Rescue Service*). The Sparkford to Ilchester section has a higher collision rate than the average for single carriageway 'A' roads. Providing a consistent continuous level of service will help reduce the number of conflict points along the A303 and thereby reduce the potential for accidents.

### Westbound Friday journey times and traffic flows past Stonehenge between A344 and A360 (2009)



# Existing conditions



## Key Evidence:

# The scheme

## Scheme description

Ultimately a dual carriageway standard is desirable from Amesbury to Taunton because existing flows throughout the year are higher than can be sustained by a single carriageway. Further work is required to establish if there are locations where a lower standard of improvement would still provide the majority of the transport benefits but at a lower cost through 'value engineering'.

Between Ilminster and Honiton the standard and scale of the proposal aims to be consistent with the lower traffic flows. The proposal is a single carriageway that is mainly on the line of the existing road with improvements at junctions and other locations where performance is poor, such as steep gradients.

## Environmental issues

The scheme design will proceed hand-in-hand with developing suitable environmental mitigation in consultation with the statutory bodies. The environmental impact of the route as it passes through villages, the Blackdown Hills AONB and Stonehenge, Avebury and Associated Sites World Heritage Site has the potential to be significant. Through careful design and working with stakeholders the authorities are confident that an improved route can be established which will be generally acceptable and capable of being defended at a public inquiry.

Stakeholders such as Natural England have commented on the opportunity that such an improvement would provide to enhance the local environment given the right treatments.

## Scheme costs

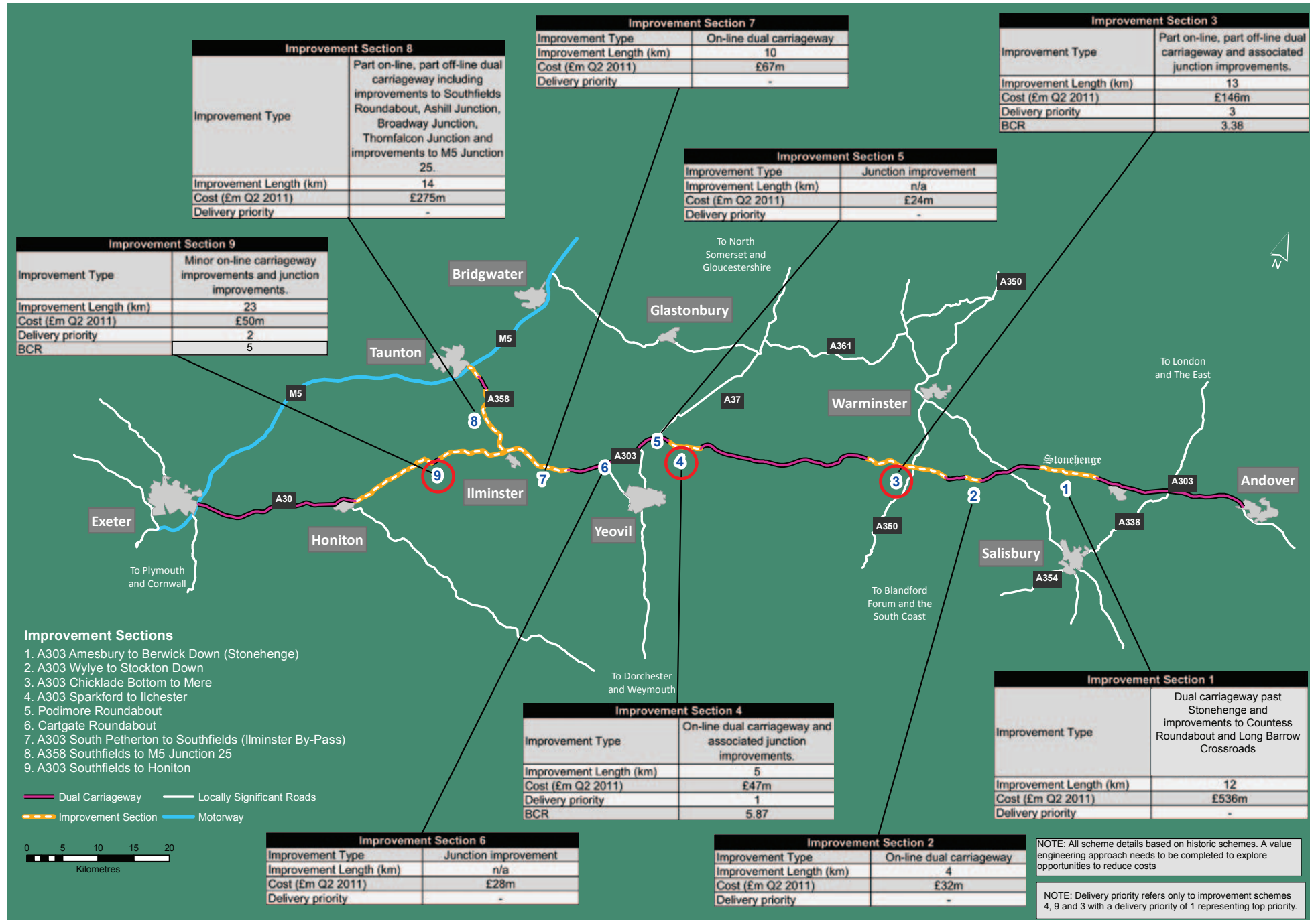
The scheme cost estimates are shown on the diagram and have been based on those made for the historic schemes, where these existed, and have been adjusted for current prices (cost inflation). Other costs have been based on initial engineering feasibility estimates as appropriate. A value engineering approach needs to be completed to explore opportunities to reduce costs.

## Scheme delivery

Although the provision of an end to end dual carriageway would provide for the maximum level of economic benefit to be realised, the economic benefits could be realised in stages over time through a phased approach to improving the route. The immediate schemes we are proposing for delivery centre on the single carriageway sections (where the majority of flow breakdown occurs) and not the junctions which may have higher BCR's. This is down to the fact that the junction improvements on their own without the single carriageway improvements would be out of context with the overall route standard. The opportunity to improve journey time reliability and network resilience through an incremental approach to delivery should be grasped, and not delayed by the recognition that some problems such as resolving the appropriate solution for Stonehenge may be challenging and longer term.



# Scheme plan



## Key Evidence:

# Scheme benefits

## National Infrastructure Plan

The scheme helps the Government's strategy to drive forward growth by investment in the UK's economic arteries. Our proposals will deliver substantial economic gains through investment in a vital infrastructure artery for the South West. They would strengthen resilience and enable Government to maximise the economic returns of its investments in broadband connectivity, the A30 (Temple) and the South Devon Link Road.

## Transport economic efficiency

The scheme has beneficial impacts in terms of reducing journey times for traffic and the number of accidents. Peak journey times from Amesbury to Honiton are forecast (2023) to reduce by up to 30 minutes if the route is improved (*Parsons Brinckerhoff A303 A358 A30 Corridor Improvement Programme Economic Impact Study*). The key benefit is that journey times will become more reliable removing the uncertainty which currently affects the route.

Overall the scheme has a Benefit to Cost Ratio (BCR) of 2.31 which represents good value for money (*Parsons Brinckerhoff A303 A358 A30 Corridor Improvement Programme Economic Impact Study*). When individual sections of the scheme are considered, certain sections have BCRs of 5+. This is without incorporating the wider economic impacts discussed below and without value engineering the schemes to reduce costs. However, this assessment assumes that the scheme is fully funded by Government bodies.

## Connectivity, reliability and resilience

The A303/A358/A30 corridor provides a crucial link to and from the South West. An end to end dual carriageway would improve connectivity and improve journey time reliability along the route. Benefits in these areas will be both real reliability improvements and improvements of the perception of accessing the South West which will help encourage inward investment.

Dualling will help increase route resilience which will further improve journey time reliability resulting in time and cost savings for business, which will promote economic growth. The M4/M5 corridor also has its own issues as some sections of the corridor are at capacity during peak periods and the route is subject to regular congestion, resulting in improvements now being implemented. An end to end dual carriageway on the A303 corridor would encourage a transfer of trips off the M4/M5 corridor reducing the need for further costly schemes on this corridor and breaking the existing capacity cycle and adding greater resilience and journey time reliability.

With the current 1:100 year winter rainfall event becoming a 1:35 year event by 2040 (*Met Office 2012*), this places greater importance on having a second strategic route to the South West that is resilient to coping with such severe weather.

## Wider economic impacts

The wider economic impacts of the scheme have been calculated, including regional GVA (total of all revenues, from final sales and (net) subsidies, which are incomes into businesses) and impacts on employment and tourism. Given that GVA is a recognised measure of economic activity at a regional level, it is therefore extremely useful as a measure of how the road improvements could benefit the overall economy of the South West. An economic model has been developed, and populated with economic data including new information from surveys of over 650 businesses and 600 tourists using the route.

The headline benefits calculated using the model, for an opening year of 2022 and a standard 60 year appraisal period are shown below. In total the scheme is expected to generate £41.6bn of economic benefit (GVA), and create 21,400 new jobs.

Impact	Predicted benefit
GVA impact	£41.6bn
No of new jobs created	21,400
Employment – tax generation	£2.4bn
Employment – welfare payment savings	£1.3bn
Employment – disposable income	£3.5bn
Employment – multiplier impacts	£1.9bn
Increase in tourism spend	£8.6bn
Other tourism benefits	£3.3bn
<b>Total (without GVA impact)</b>	<b>£21.2bn</b>

*(Parsons Brinckerhoff A303 A358 A30 Corridor Improvement Programme Economic Impact Study).*

The largest economic benefit of the scheme will be on promoting economic growth through an increase in GVA. There are a number of direct financial benefits to central Government (e.g. direct taxation increases). The local and regional economy will benefit from increases in the disposable income of people employed in the area, which in turn will create a ‘multiplier effect’ benefiting businesses in the area further. Tourist visitor numbers and associated spend and employment will increase, as well as land values.

## Carbon benefits

Further work is required to fully understand the carbon benefits of the scheme. If the A303/A358/A30 corridor is considered in isolation, the level of carbon emitted per vehicle kilometre would be likely to decrease with less congestion. However, our work to date, when calculating any carbon benefits, does not take into account any changes in journey length, any benefits from the reduced congestion at junctions and any reassignment of traffic. If a wider study area is considered, including the M4 / M5 corridor, and the outputs from SWARMMS, the benefits of providing a second strategic route to the south west would mean shorter journey times resulting in a 9% reduction in carbon emissions. *(Halcrow London to South West and South Wales Multi Modal Study Appraisal Report – Preferred Strategy May 2002)*

In addition, there will be a real improvement in HGV emissions due to the reduction in gradients and more even speeds created by the improvements. This is an area of research we would seek to assist the DfT in development more fully.

## Environment and heritage

At this early stage some stakeholders, such as Natural England, have commented on the opportunity that such an improvement would provide to enhance the local environment given the right treatments. There are also potential heritage benefits associated with the section at Stonehenge.

## Importance of Tourism

Given the importance of the South West to UK’s tourism economy, improving the efficiency and resilience of the strategic road network would support the Government’s Tourism Policy objectives. Tourism is one of the UK’s top six industries and our third largest export earner. The South West is the biggest tourism economy outside of London. Government Tourism Policy recognises the importance of prioritising improvements and repairs to road networks to improving the UK’s overall tourism efficiency and competitiveness. Government policy identifies disruption and delays on the road network as a barrier to growth in the tourism economy. *(Government Tourism Policy, Department of Culture, Media and Sport, 2011)*

## Contact details

If you would like further information on the work undertaken to date, please contact:

**Mike O'Dowd Jones, Strategic Commissioning  
Manager for Highways and Transport,  
Somerset County Council, County Hall, Taunton,  
Somerset TA1 4DY.**

**Email: [MODowdJones@somerset.gov.uk](mailto:MODowdJones@somerset.gov.uk)**

**Web: <http://www.somerset.gov.uk/A303project>**

# Army Basing - Salisbury Plain

## Consulting for a Masterplan

### 1 Introduction

#### Government announcements

The Army Basing Plan announced on 5th March 2013 confirmed Salisbury Plain as a major focus of the Reaction Force element of Army 2020. For further details on the wider programme see the Tri-Fold leaflet available at the exhibition, whilst stocks last, or online at [www.gov.uk/government/consultations/salisbury-plain-training-area-master-plan-army-basing-programme](http://www.gov.uk/government/consultations/salisbury-plain-training-area-master-plan-army-basing-programme). The Government has committed £800 million to be invested in the Salisbury Plain area.



#### The planned changes

In total there will be approximately 7,700 people moving to the Salisbury Plain area comprising 4,300 additional service personnel with their families. To provide the necessary infrastructure the key elements of the Masterplan for the Army Basing Project are:

- Extensive new construction and refurbishment of existing buildings within the existing base perimeter for:
  - Single living accommodation (SLA), with dining, catering, recreational, and welfare facilities; and
  - Technical accommodation, including workshops, garages, armouries, stores and offices.
- Outside the existing base perimeter there will be changes to the training area; and up to 1,400 new houses for service family accommodation (SFA).

#### The Masterplan

We are preparing a Masterplan to illustrate necessary changes to existing infrastructure to serve the needs of this larger community of Army personnel and service families. A public consultation on the emerging proposals is currently underway. Following completion of the consultation a full Masterplan will be produced. The final Masterplan together with the supporting Environmental Report will set the planning framework for the development of each site and be submitted to Wiltshire Council for endorsement. The time frame for this work is shown in the panel on the next banner.

The Defence Infrastructure Organisation (DIO) manages the MOD's property infrastructure and ensures strategic management of the defence estate as a whole, optimising investment and providing the best support possible to the military.

1 For help with accessibility visit [www.gov.uk/help/accessibility](http://www.gov.uk/help/accessibility)

You can email your comments directly to:

[DIO-ArmyBasing@mod.uk](mailto:DIO-ArmyBasing@mod.uk)



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# Army Basing - Salisbury Plain Consulting for a Masterplan

## 2 Engagement

### Community Engagement

This exhibition is a major element of our ongoing plans to inform local people and other interested parties of potential changes as a result of the Army Basing Programme. This exhibition aims to:

- explain the emerging proposals as part of the public consultation process; and
- obtain your thoughts and ideas on what should or should not be provided in the area.

All of your comments and those of the other stakeholders will be collated within a Statement of Community Involvement, which will be updated as the Masterplan develops.

Please complete a questionnaire and leave it in the return box, or alternatively email your comments directly to [DIO-ArmyBasing@mod.uk](mailto:DIO-ArmyBasing@mod.uk).

### Wiltshire Council

A MOD/Wilts Council Steering Group has been working together for some months to set in place the framework for the production of a Masterplan that will address the requirements for housing, education, employment, health, transport and leisure and retail consequent to the proposed Army Basing. Part of that process is:

- to assess the proposals for the bases;
- to outline the proposals for the training areas;
- to agree the best location for the SFA, which will be located on MOD land outside the boundary fences of the bases; and
- assess the implications for the wider community and consequent changes to the existing infrastructure and facilities.

### Stakeholders

In addition to the local community and Council there are a large number of other civilian and military stakeholders that will be consulted as part of the planning and design process. These include:

- Statutory Consultees (i.e. English Heritage, Natural England, Environment Agency, Highways Agency and other relevant organisations);
- Parish Councils;
- Local businesses;
- Schools;
- Health and community services; and
- Wiltshire Police, Wiltshire Fire & Rescue Service and South Western Ambulance Service NHS Foundation Trust (SWASFT).



Key:  
 Requirement for new SFA

### The Timeline

You can email your comments directly to:

[DIO-ArmyBasing@mod.uk](mailto:DIO-ArmyBasing@mod.uk)



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# Army Basing - Salisbury Plain Consulting for a Masterplan

## 3 SFA Site Selection Methodology

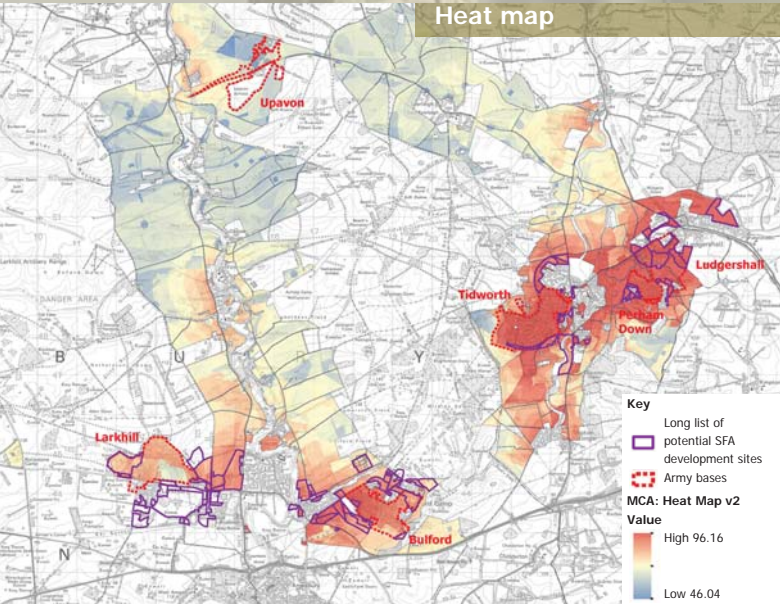
A long list of sites (over 80) were presented at the November/December consultation events. This has now been reduced to a smaller group of sites using the following three stage methodology:

The **first stage** is a high level sift including areas only within 10 mile radius of the duty stations, excluding land covered by international and national level designations, excluding land with a high probability of flooding and excluding key MOD areas/facilities.

The **second stage** is a Multi Criteria Analysis (MCA) of the remaining sites and generates a 'heat map' which shows high performing sites in red, through to low scoring sites in blue.

The factors listed below and have been used to generate the heat map:

- **Environment:** Landscape Impact, Biodiversity, Agricultural Land, Forestry, Historic Environment / Archaeology, Flood Risk / Surface Drainage, Topography/Slope, Groundwater vulnerability, Amenity Value, Pipelines and Mineral Reserves.
- **Accessibility:** Existing Settlements, Employment Centres (other), Retail Centres, Bus Services, Secondary Schools, Primary Schools, Health Facilities, Outdoor Recreation/Accessible Greenspace and Recreation/Leisure Facilities.
- **Impact:** Proximity to MOD duty stations and Coalescence (knitting together) of Settlements.



**Stage 3** now examines site specific constraints and includes a review of consultee responses we have received to date. From this process, together with the Army's preference, recommended options for military housing have been identified. The following banners for Larkhill, Bulford, Tidworth and Perham Down identify the preferred and potential sites.

3

You can email your comments directly to:

[DIO-ArmyBasing@mod.uk](mailto:DIO-ArmyBasing@mod.uk)



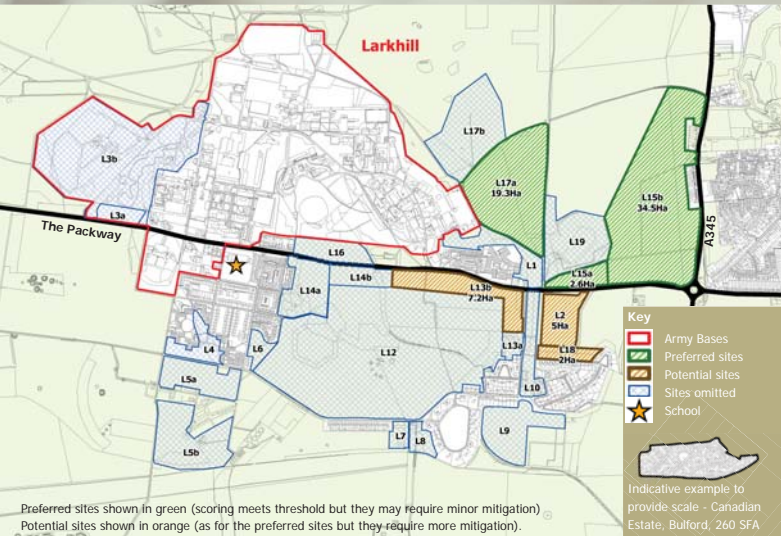
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# Army Basing - Salisbury Plain

## Consulting for a Masterplan

4

Larkhill



Preferred sites shown in green (scoring meets threshold but they may require minor mitigation)  
Potential sites shown in orange (as for the preferred sites but they require more mitigation).

Key themes and at times conflicting messages that we have received from you following the consultation that relate to Larkhill are:

- You do not want development alongside the A345 and want to see a separation between Durrington and any development north of The Packway to protect the village identity.
- You recognise the importance of the World Heritage Site and want the military flight heritage protected, but suggest some SFA south of The Packway close to existing services is preferable.
- You believe the green areas south of The Packway and near the Church of St. Alban should be retained.
- You report there are major issues with traffic in this area.
- You want any SFA to be as close to the base as possible, or on brownfield land within the wire.

Identifying preferred options for Army housing:

- The high level site sift, described on the previous boards, omitted sites L2, L3a, L3b, L4, L5a, L5b, L6, L7, L8, L9, L10, L12, L13a, L13b, L14a, L14b and L16, L17b. These were primarily due to the World Heritage Site.
- Looking at specific constraints sites L1 and L19 have been omitted.
- The responses you have made and the preference the Army has for the sites have been incorporated into the final sites preferred and illustrated for this more defined round of consultation.

The Army's preferred option is for 540 SFA as close as possible to the Larkhill base. However, the final number of SFA to be built at Larkhill will be determined following further site investigations and infrastructure capacity assessments. The preferred sites shown on this board L15a, L15b and L17a include far more land than is required for this total of SFA and include the Army preference for some sites for Officers housing south of The Packway.

4 What do you think about the preferred sites for Larkhill?

You can email your comments directly to:

[DIO-ArmyBasing@mod.uk](mailto:DIO-ArmyBasing@mod.uk)



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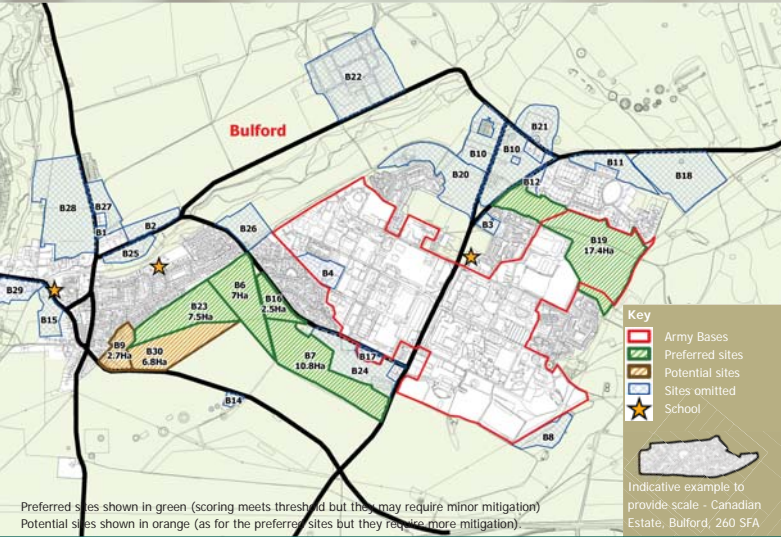


# Army Basing - Salisbury Plain

## Consulting for a Masterplan

5

Bulford



Key themes and messages that we have received from you following the initial consultation events that relate to Bulford are:

- The required houses should be built in close proximity to the base allowing for green travel methods such as cycling and walking to work, taking strain off roads that are already busy. This matches the Army's preference;
- The sites close to the village centre to the west and north of Bulford would unduly affect the character and setting of the village;
- The brownfield land within and around the base should be the focus of any redevelopment;
- Developing on land adjacent the Canadian Estate is seen generally as a preferred option; and
- The development should not affect wildlife and heritage assets around Bulford.

Identifying preferred options for Army housing:

1. The high level site sift, described on the previous boards, omitted sites B8, B18, B21, B22 and B29.
2. Looking at specific constraints sites B1, B2, B3, B4, B10, B11, B12, B14, B15, B17, B20, B24, B25, B26, B27 and B28 have been omitted. These reflect specific ecology, agricultural and cultural heritage issues. They also include the responses you have made and the preference the Army has for the sites.

The Army's preferred option is for 277 houses close to the base made up of 241 SFA for the Army Basing Plan and 36 houses replacing old SFA from within Ward Barracks. However, the final number of SFA to be built at Bulford will be determined following further site investigations and infrastructure capacity assessments. The preferred sites shown on this board B6, B7, B16, B19 and B23 include far more land than is required for this total of SFA.

5 What do you think about the preferred sites for Bulford?

You can email your comments directly to:  
[DIO-ArmyBasing@mod.uk](mailto:DIO-ArmyBasing@mod.uk)



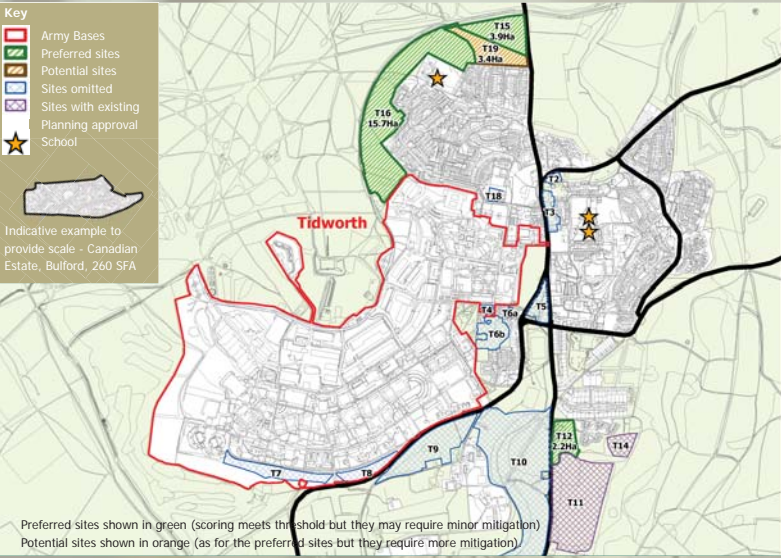
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# Army Basing - Salisbury Plain

## Consulting for a Masterplan

6

Tidworth



Key themes and messages that we have received from you following the consultation that relate to Tidworth are:

- The land to the north of Zouch Primary School could be used as public open space to benefit the community;
- The SFA should be in a sustainable location next to the base and the foot and cycle networks should be improved. This matches the Army's preference for sustainable locations;
- You are concerned about the Army buying up private housing in the north-east quadrant;
- You would like further land around Tidworth be released to allow for future private housing; and
- The small sites to the south of Tidworth, near to the land called Area 19 which already has planning permission for over 300 SFA, are good sites for some more SFA.

Identifying preferred options for Army housing:

1. The high level site sift, described on the previous boards, did not omit any sites.
2. Looking at specific constraints sites T2, T3, T4, T5, T6a, T6b, T7, T8, T9, T10 and T18 have been omitted. These reflect specific flood risk, access and cultural heritage issues. They also include the responses you have made and the preference the Army has for the sites.
3. Sites T11 and T14 (Area 19 and Deans Close) already have an outline planning consent for 360 SFA which does not form part of the Army Basing Plan requirement.

The Army's preferred option is for 200 in Tidworth. However, the final number of SFA to be built at Tidworth will be determined following further site investigations and infrastructure capacity assessments. The preferred sites shown T12, T15 and T16 include far more land than is required for this total of SFA.

6 What do you think about the preferred sites for Tidworth?

You can email your comments directly to:

[DIO-ArmyBasing@mod.uk](mailto:DIO-ArmyBasing@mod.uk)

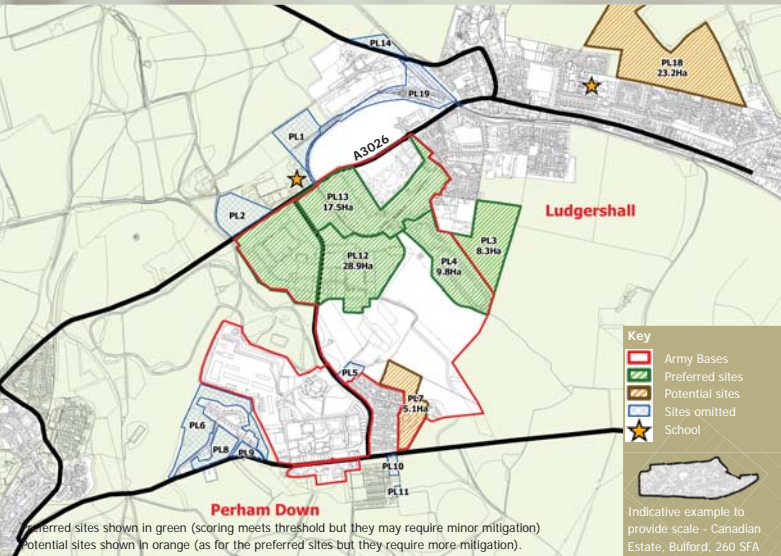


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# Army Basing - Salisbury Plain

## Consulting for a Masterplan

### 7 Perham Down



Key themes and messages that we have received from you following the consultation that relate to Perham Down are:

- The Wiltshire Core Strategy already includes a significant number of new private homes in Ludgershall. The SFA will be in addition to this.
- You would like to see some mixed use or business use on the sites to the south of the A3026
- You would not like to see the site to the north of Wood Park developed as this is far from the Perham Down base and will cause more traffic to be generated.
- You would like a footpath/cyclepath link along Somme Road linking any proposed SFA to Perham Down and Wellington Academy for sustainable transport.
- You would like to see the sites in Ludgershall which are closer to Perham Down developed for SFA.

Identifying preferred options for Army housing:

1. The high level site sift, described on the previous boards, did not omit any sites; the proximity to services in Ludgershall results in the candidate sites scoring well.
2. Looking at specific constraints sites PL1, PL2, P5, PL6, PL8, PL9, PL10, PL11, PL14 and PL19 have been omitted. These reflect specific access, ecology and cultural heritage issues. They also include the responses you have made and the preference the Army have for the sites, although requirements are under review.

The Army's preferred option is for 200 in Perham Down/Ludgershall. However, the final number of SFA to be built will be determined following further site investigations and infrastructure capacity assessments. The preferred sites shown PL3, PL4, PL12 and PL13 include far more land than is required for this total of SFA.

7 What do you think about the preferred sites for Perham Down?

You can email your comments directly to:

[DIO-ArmyBasing@mod.uk](mailto:DIO-ArmyBasing@mod.uk)



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# Army Basing - Salisbury Plain Consulting for a Masterplan

## 8 Proposed Development inside the Camps

### Current Proposals

The requirements for Army Basing within Larkhill, Tidworth, Bulford, Perham Down and Upavon Camps 'behind the wire', include new construction and refurbishment of existing facilities for:

- SLA;
- Messes for both Officers and Senior Ranks;
- Catering and Dining facilities;
- Regimental and Company HQs and Offices;
- Stores;
- Garages and Workshops;
- Education and Training buildings and facilities;
- Physical training and recreational sports facilities; and
- Medical and Dental facilities.

The full details of the type and location of these facilities are being discussed by DIO and the Army to reach a balanced solution of new construction and refurbishment that provides the best value.

The location of the facilities will follow the zoning shown on the drawings on this panel for:

- Living (SFA/SLA) and Welfare Zones;
- Administration/Training Zones; and
- Physical Training Zones
- Technical Zones.



The table below shows the current estimates for the type and potential number of new buildings and as noted above.

Other required new buildings include a Medical & Dental Centre and a Reservist's Hotel at Larkhill and a Junior Ranks Commercial & Retail building at Upavon.

	SLA	Mess/ Dining	HQ	Large Garages	Workshop/ Tech Offices	Stores	Armoury	Training, Education Block	Phys Training Building
Larkhill	30	4		6	6	4	1	2	
Bulford	5	1	1	4	1	4	1	1	
Perham Down	7	1		3	1	1			1
Tidworth	7	3	2	4	3	5	2	3	1
Upavon	5		1						1

Larkhill zoning plan



Tidworth zoning plan



Bulford zoning plan



Perham Down zoning plan



Upavon zoning plan



8 How does the activity in the bases affect you?  
What changes should be considered?

You can email your comments directly to:

[DIO-ArmyBasing@mod.uk](mailto:DIO-ArmyBasing@mod.uk)



Defence  
Infrastructure  
Organisation

# Army Basing - Salisbury Plain Consulting for a Masterplan

## 9 Emerging Training Requirements

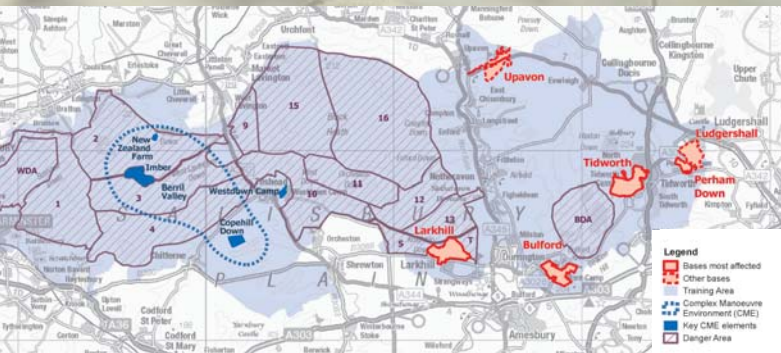
Key issues relating to the emerging training requirements for the Army Basing Programme in the Salisbury Plain Training Area include:

- Training is expected to return to historic levels – these will remain within existing and agreed capacity limits;
- It is anticipated there will be minimal changes in military vehicle use;
- The Range provision around Centre and at Bulford will be upgraded; and
- The UK Centre of Specialisation for Unmanned

Aerial Systems (UASs) is at Larkhill – increased UAS activity over SPTA is likely.

Training features unrelated to Army Basing include:

- Defence Transformation will require development of existing training features on SPTA including:
  - Development of a Complex Manoeuvre Environment across SPTA West; and
  - Investigating the possible refurbishment of existing Camp accommodation.



### Turning vision into reality

Working with the Army, Wiltshire Council and the local community the MOD aims to continue to build upon a sustainable community that provides a range of housing choice and tenure, an attractive place to live, a safe and caring community, good access to community facilities, education in appropriately located schools, an attractive environment with a strong sense of place, good links to a sustainable public transport network and good links to surrounding areas and a comprehensive pedestrian and cycle network connecting communities together. We will be considering all your comments when we undertake the next phase of work and will review this with Wiltshire Council and other relevant stakeholders.

Thank you for visiting this exhibition. We hope you found the information informative. We need your views on how the area should adapt to accommodate the new Army personnel, service family accommodation and changes to the training areas.

Please let us know your thoughts, if you have any queries or want more information. Don't forget to complete the questionnaire and leave it in the return box or return it by post using the Freepost address.

Post:

**FREEPOST RTGX-TXYU-AXSL**  
**Army Basing Salisbury Plain**  
**Ropemaker Court**  
**11 Lower Park Row**  
**Bristol**  
**BS1 5BN**

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Alternatively you can email your comments directly to:

[DIO-ArmyBasing@mod.uk](mailto:DIO-ArmyBasing@mod.uk)



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# The role of local authorities in the development consent process

## Advice Note two: The role of local authorities in the development consent process

The Planning Act 2008 (as amended) (PA 2008) contains many processes where a local authority has a special role and their participation is expected. This advice note seeks to explain when and why a relevant local authority should take part in the process.

This advice note provides an overview of that special role to enable authorities to target their resources more appropriately and effectively. To aid understanding of the various terms used in the advice note please refer to the Glossary of Terms on the National Infrastructure website.<sup>1</sup>

### The Planning Act and the Planning Inspectorate

The PA 2008 explains how applications for nationally significant infrastructure projects (NSIPs) relating to energy, transport, water, waste, waste water and certain business and commercial developments will be examined. It includes opportunities for people to have their say before a decision is made by the relevant Secretary of State (SoS).

The Planning Inspectorate carries out certain functions related to these major proposals on behalf of the SoS. More information about the application process can be found on the National Infrastructure website.

### Status of this Advice Note

This Advice Note has no statutory status and forms part of a suite of advice provided by the Planning Inspectorate.

This version of this Advice Note supersedes all previous versions. It will be kept under review and updated when necessary.

This advice note makes reference to other advice notes, these can all be found at: <http://infrastructure.planninginspectorate.gov.uk/legislation-and-advice/advice-notes/>

1. <http://infrastructure.planninginspectorate.gov.uk/help/glossary-of-terms/>

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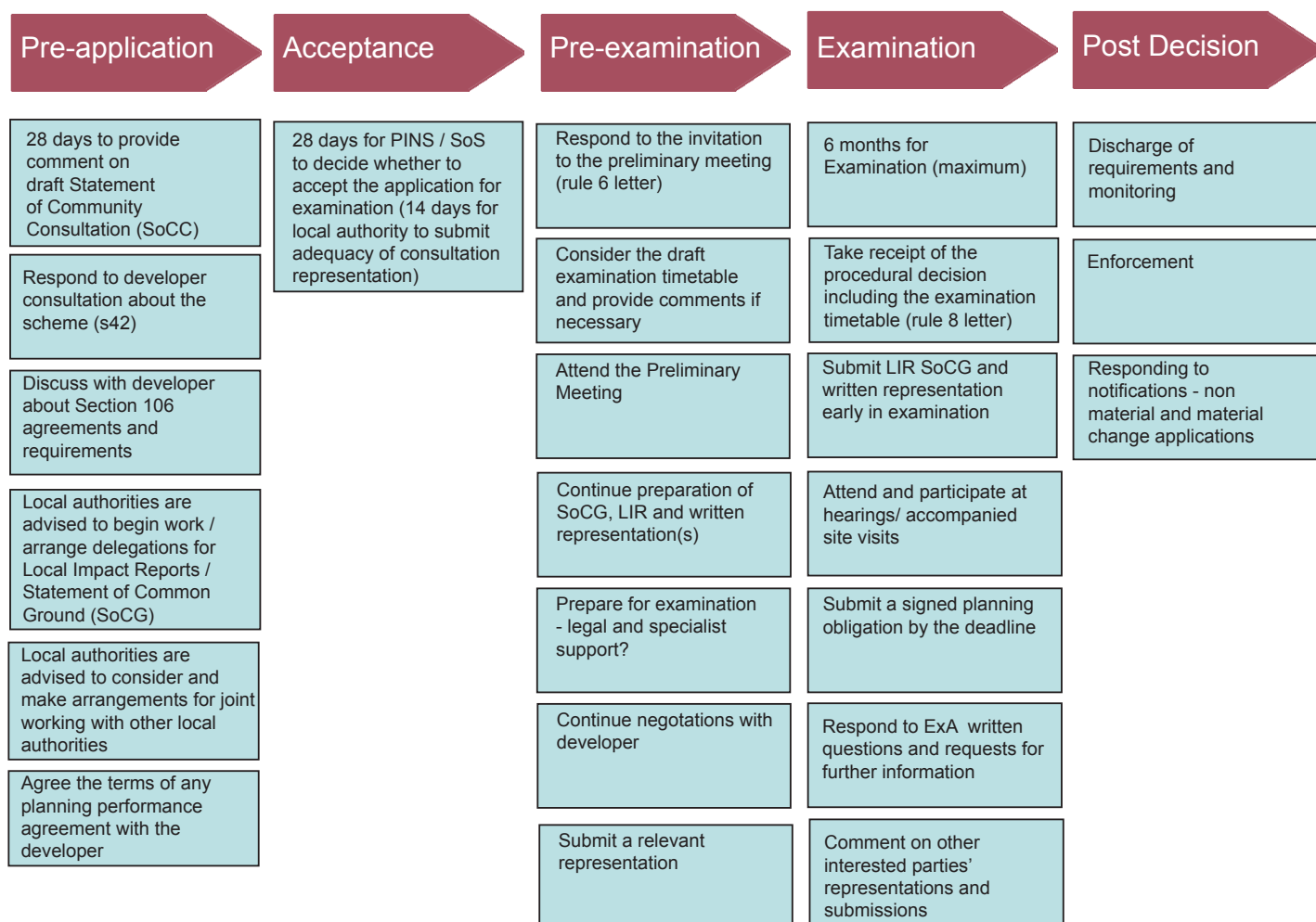
## Introduction

### 1. A Local Authority's Role

1.1 Host and neighbouring local authorities have an important role in the PA 2008 process. Participation is not obligatory but is strongly advised. Whilst it is appreciated that local authority resources are limited, relevant authorities are strongly encouraged to discuss and work through the issues raised by NSIP proposals. A local authority will provide an important local perspective at the pre-application stage, in addition to the views expressed directly to the developer by local residents, groups and businesses. Local authorities are likely to become responsible for discharging many of the requirements (akin to planning conditions) associated with an NSIP in their area if development consent is granted. Local authorities are also likely to have a role in monitoring and enforcing many of the Development Consent Order (DCO) provisions and requirements.

Figure 1

# The role of local authorities



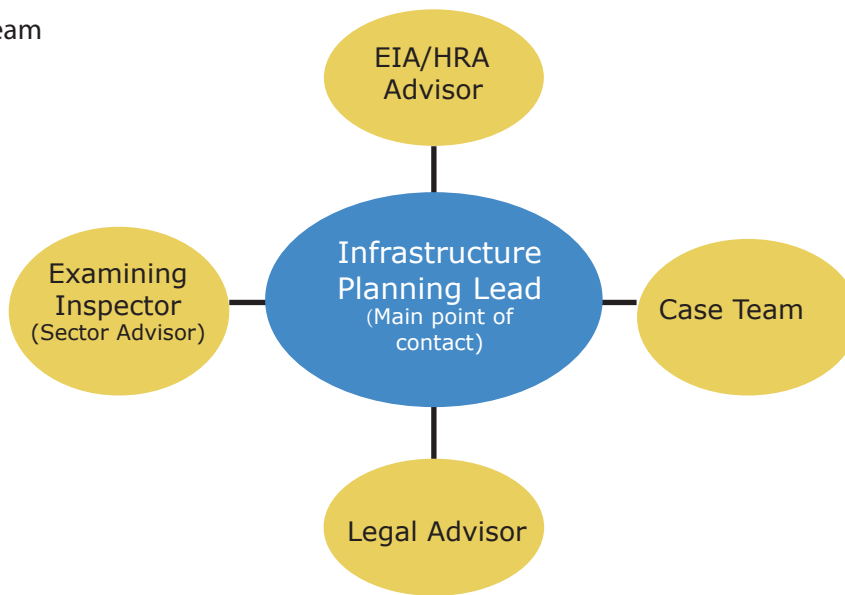




## 2. Planning Inspectorate roles and responsibilities

2.1 Each sector team is led by an Infrastructure Planning Lead (IPL) that will be the main point of contact for pre-application matters. The IPL will be supported by technical advisors and an examining inspector identified as the sector advisor.

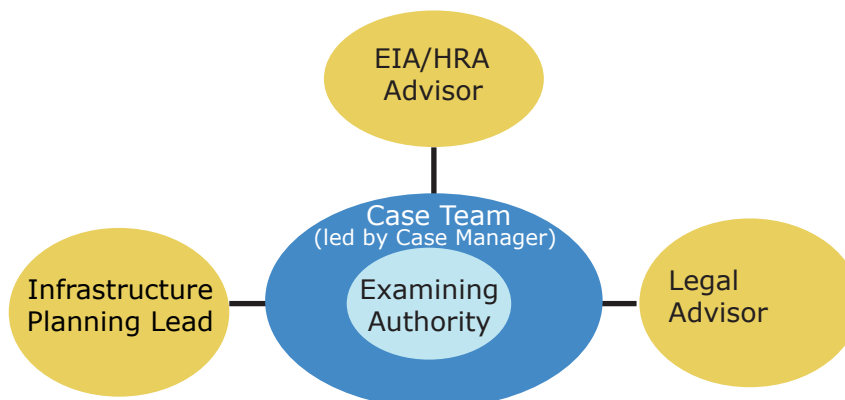
Figure 2 Pre-Application Team



2.2 Once the application reaches a point where draft documents can be reviewed it is likely that a Case Manager will become involved, being the main point of contact from acceptance of the application onwards. Depending on the scale and complexity of the application, during examination each case team may comprise a Case Manager, Case Officer, Assistant Case Officer; support from the Environmental Services Team and a Legal Adviser.

2.3 Throughout all stages of the process the Case Team are able to provide local authorities and others with advice about the process and policy as it relates to nationally significant infrastructure projects.

Figure 3 Post Submission Team





## Pre-Application Stage

### 3. Roles and responsibilities

3.1 This is a very important part of the process for all participants. Pre-application consultation is a statutory requirement of the process. It is the responsibility of the developer to carry out the pre-application consultation. While local authorities will have a keen interest in making sure that the consultation with the communities affected is carried out properly, there should be no ambiguity about who and where members of the public should provide their comments to. In this context it is not helpful for local authorities to run their own consultation events in relation to a NSIP project.

3.2 A local authority and the local community are consultees in their own right. Whilst local authorities should have regard to what the community is saying, it is not intended that they necessarily adopt all of those views put to them. In this context, local authorities in particular must conduct themselves in line with the National Policy Statements and the relevant guidance.

3.3 It is important that local authorities use the pre-application process to inform themselves about the application and gather information that will assist in the production of the Local Impact Report (LIR), written representations and any Statement of Common Ground (SoCG). Adopting a proactive approach at this stage is likely to reduce the demand on the local authority's resources during the set timescales of the examination stage. For example, early legal advice could prove helpful during the pre-application stage and could reduce the need for it later in the process.

3.4 For very large NSIP projects that are likely to have wide-ranging impacts, some local authorities have prepared a Supplementary Planning Document (SPD). It is for a local authority to decide whether this would be a good use of their resources. If so, the local authority will need to ensure that any SPD is in accordance with any relevant National Policy Statement(s) (NPS). If there is any conflict between a designated NPS and any local planning document, the policies in the NPS will prevail. Local authorities should also be careful not to undermine the purpose and effectiveness of the developer's pre-application consultation by being too prescriptive in any emerging SPD or local planning policy. For example, by severely curtailing the choice of options for the location of associated development so as to undermine the purpose of the pre-application consultation. Local authorities should engage early with developers of NSIPs before and during the drafting stage of any SPD that is likely to affect an NSIP that the SoS has been notified about.

### 4. Environmental Impact Assessment

4.1 If the SoS either receives a notification that the applicant proposes to provide an environmental statement (ES)<sup>2</sup> or adopts a positive screening opinion, the SoS must notify the prescribed consultation bodies in writing.

4.2 Local authorities are identified as consultation bodies under the Infrastructure Planning (Environmental Impact Assessment) Regulations 2009 as each local authority that is within s43<sup>3</sup> of the PA 2008. The categories of prescribed local authorities are based on administrative boundaries and neighbouring local authorities, not the distance to the proposed site. Further information about local authorities as prescribed consultees can be found in Advice Note 3 – EIA Consultation and Notification.

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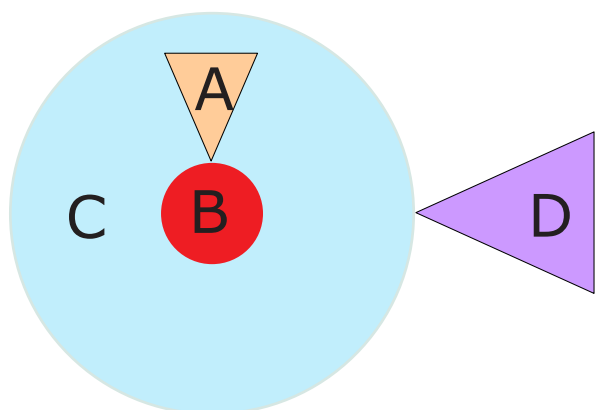
2. Regulation 6 of the Infrastructure Planning (Environmental Impact Assessment) Regulations 2009 (as amended)

3. Planning Act 2008 (as amended) Section 43 (3)

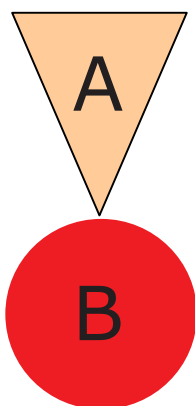


Figure 4 Local authorities that are prescribed consultees

Where B is a lower tier district council



Where B is a unitary authority



**A** is a neighbouring local authority (s43(3)) that shares a boundary with a unitary council or lower-tier district council within whose area development is situated.

**B** is either a unitary council or a lower-tier district council in which the development is situated – a host authority.

**C** is an upper-tier county council in which the development is situated – a host authority.

**D** is either a unitary council or an upper tier county council which shares a boundary with a host 'C' authority - a neighbouring authority (s43(3))

4.3 There are a number of ways that a local authority will be asked to be involved. The Planning Inspectorate will inform the local authority of the name and address of the developer, and of its duty to enter into consultation with the developer and make information in the authority's possession that is relevant to the preparation of the ES available to the developer. This is known as a Regulation 9 Notification<sup>4</sup>.

4.4 Before submitting an application for a development consent order (DCO), the developer has the opportunity to ask the SoS for a formal written opinion on the information to be included in the ES. This is known as a scoping opinion.

4.5 Host and neighbouring local authorities will receive an email or letter directing them to the electronic copy of the developer's scoping report on the National Infrastructure website. Local authorities should provide the Planning Inspectorate with any comments they may have on the proposed scope of the Environmental Impact Assessment (EIA) within 28 days, the deadline will be specified in the letter. Please note this is a statutory deadline and can therefore not be extended.

4. Regulation 9(1)(a) of the Infrastructure Planning (Environmental Impact Assessment) Regulations 2009 (as amended).



4.6 The Planning Inspectorate normally directs this correspondence to the planning department, unless requested otherwise. Local authorities will often need to consult other internal departments or specialists (e.g. environmental health, ecologists and archaeologists) in order to assist in the production of any response.

4.7 You can provide the Planning Inspectorate with your main point of contact by e-mailing: [environmentalservices@infrastructure.gsi.gov.uk](mailto:environmentalservices@infrastructure.gsi.gov.uk)

## 5. Statement of Community Consultation

5.1 If an NSIP proposal is situated within a local authority's boundary, it will be consulted by the applicant about their Statement of Community Consultation (SoCC). The SoCC sets out how the applicant proposes to consult the community.

5.2 This is a key opportunity for a local authorities to advise the applicant, using its local knowledge, as to how the community consultation should be conducted. The PA 2008 states that a developer must give a local authority 28 days<sup>5</sup> to comment on the draft SoCC, starting on the day after the local authority receives it. Some local authorities work collaboratively with a developer to prepare the SoCC in an iterative way and this is encouraged. A developer must have regard to any comments a local authority provides at this stage but is not required to act on them; however, any disagreement about the effectiveness of the methodology used can be reflected in any adequacy of consultation representation that a relevant local authority will be invited to make (see later section) and may have a bearing on the acceptance decision.

5.3 Local authorities are advised to think about the characteristics of the communities affected and may also wish to ask for input from parish or community councils to help inform the response provided to the developer. Engagement with the developer is strongly encouraged as it is in communities' interests that a developer adopts appropriate consultation methods which reflect the local circumstances, such as access to online content (internet speeds) and the geographical spread and nature of communities (including hard to reach groups). Local authorities may also wish to consider any particular parts of the community which they feel will be disproportionately affected by a project such as retired people, school children, businesses, tourists and commuters in a particular locality. A local authority's adopted Statement of Community Involvement (or Community Involvement Scheme in Wales) is likely to have a bearing on its response to the developer's SoCC Consultation. However, a local authority may wish to consider how the policies and principles set out in the Statement of Community Involvement/Community Involvement Scheme can be tailored to the needs of a particular NSIP project.

5.4 Local authorities should consider the proposed duration of pre-application consultation; this is likely to have a bearing on the level of detail in the SoCC and therefore how flexible it needs to be. Longer, multi stage pre-application consultation programmes may benefit from a flexible format which will allow the developer to respond proactively to issues that arise. A balance should be struck between flexibility and providing clarity to communities and others about the commitments the developer is making about the consultation methodology.

5.5 It may be appropriate for local authorities to review the SoCC if there is a long delay to the start of the consultation or between stages of consultation. The communities affected and economic indicators may have changed over time or the scale and nature of the proposals may have changed significantly.

5.6 There is no automatic requirement for a developer to review their SoCC if additional events or an additional stage of consultation is planned. The Planning Inspectorate would expect the developer to consult a relevant local authority about any changes. Developers are advised to include any correspondence with local authorities in relation to consultation on the SoCC in an appendix to the Consultation Report.

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5. Planning Act 2008 section 47(3)



5.7 The purpose of the developer's Consultation Report is to capture and reflect on all of the responses received during the pre-application consultation. It should explain how the developer has met its duty<sup>6</sup> in the preparation of the application to have regard to the views expressed. Further information can be found in Advice Note 14 - Compiling the consultation report.

## 6. Engaging in developer consultation

6.1 Local authorities are able to influence the preparation of the developer's application. The preparation of the application will be an iterative process which means that the amount of detail should increase as the preparation proceeds.

6.2 Local authorities should engage proactively with a developer even if they disagree with the proposal in principle. It is important to recognise that a local authority is not the decision maker but will want to contribute towards the development of the emerging proposals with the benefit of their detailed local knowledge. Local authorities are not undermining any 'in principle' objections to a scheme by engaging with a developer at the pre-application stage.

6.3 Nothing is to be gained by disengaging from the pre-application consultation process. It is in a local authority's own interests to engage in shaping a scheme. Once an application has been submitted it cannot be changed to the extent that it would be a materially different application, so as to constitute a new application. It is therefore important for local authorities to put any fundamental points to the developer during the pre-application stage.

6.4 If the developer will not engage with local authorities on issues of interest or an impasse is reached, the Planning Inspectorate can set up a meeting to try and unlock any areas of disagreement. The Planning Inspectorate has a Pre-application Prospectus<sup>7</sup> which sets out its service for developers at the pre-application stage. Whilst it is aimed at developers, much of the content is relevant to other parties in terms of setting the tone and spirit in which the pre-application consultation should take place. You can view the prospectus by clicking on the Application Process tab on the National Infrastructure website.

6.5 Local authorities may have a wide range of land interests that could be affected by Compulsory Acquisition in an NSIP proposal. It is possible that a corporate services team (or similarly named department) may be contacted separately by the developer about those land interests at the pre-application stage. The contact information used is taken from information provided to the developer by the Land Registry.

## 7. Concerns about the pre-application consultation

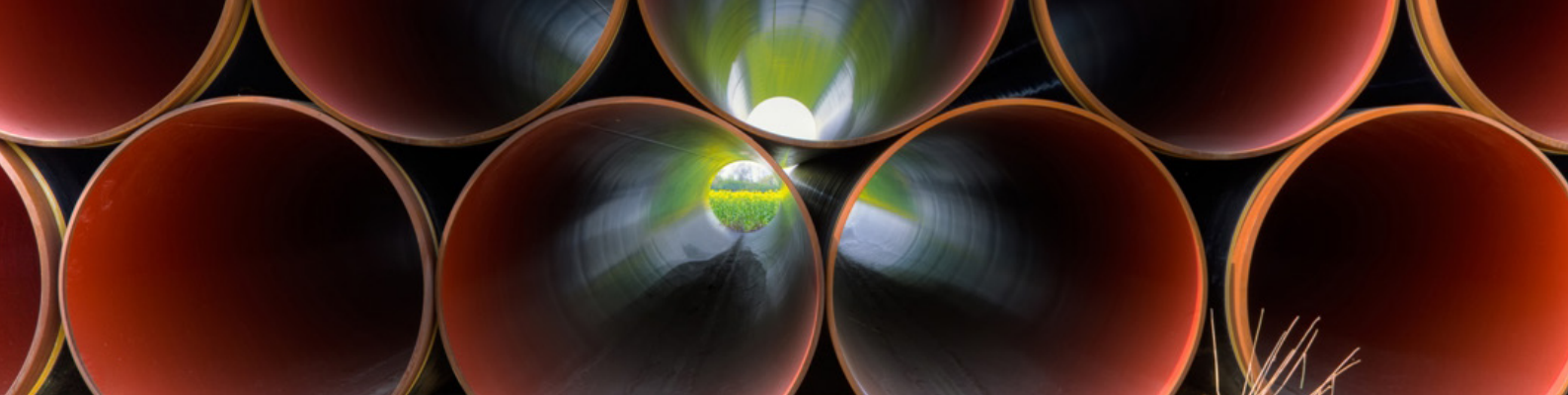
7.1 If members of the public raise issues or concerns about the quality of a developer's consultation during the pre-application stage, the Planning Inspectorate will advise them to contact their local authority. Relevant local authorities will be invited to submit an adequacy of consultation (AoC) representation, as explained later. If they wish, local authorities can append any correspondence received about a developer's consultation from members of the public or others to the AoC representation if they consider it could be useful to the SoS's decision about whether or not to accept the application for examination.

## 8. Wales

8.1 The PA2008 was drafted so that it was devolution-neutral. In other words the regime does not extend into matters that have so far been decided by the Welsh Government and its agencies. This means, for example, that in Wales only energy generating stations, electric lines, cross country pipe-lines, underground gas storage facilities and harbour facilities, which meet the thresholds in the PA2008, can be consented through the development consent process.

6. Planning Act 2008 (as amended) Section 49

7. [http://infrastructure.planninginspectorate.gov.uk/wp-content/uploads/2014/05/NSIP-prospectus\\_May2014.pdf](http://infrastructure.planninginspectorate.gov.uk/wp-content/uploads/2014/05/NSIP-prospectus_May2014.pdf)



8.2 The definition of associated development has a very limited application in Wales. It is therefore important to have early discussions between developers and local authorities regarding the identification of associated development that will need to be progressed by way of a planning application(s) under the Town and Country Planning Act 1990 (TCPA) or another consent.

8.3 To avoid the risk of gaining development consent for a scheme that is not implementable, it is recommended that developers should try to secure agreements for land needed for associated development and secure planning permission and other consents in advance of submitting the DCO application. This will require the relevant local authority to work with the developer to carefully plan and co-ordinate the submission of necessary TCPA and other applications, and provide the developer with pre-application advice. It is also useful for the developer and local authority to discuss the progress of the DCO application and any linked TCPA applications with the Inspectorate, at regular intervals.

8.4 With regard to the Environmental Impact Assessment of a project consisting of a DCO application and linked TCPA applications, a single Environmental Statement for both NSIP and TCPA elements of the scheme can be submitted. However, each decision making authority (Secretary of State and the local planning authority) will need to be able to distinguish the environmental information relating to the development for which consent from it is sought, and also the cumulative effects of that development with the other elements and any other reasonably foreseeable developments. This is explained further in Advice Note 9 - Rochdale Envelope

## 9. Mitigation

9.1 Local authorities should consider, as part of the pre-application consultation, discussing the requirements (akin to planning conditions) that should be included within the draft DCO and how they will be discharged. Whilst the detailed wording can be clarified at the examination stage, early agreement on draft requirements will help the Examining Authority (ExA) to provide greater focus to the examination and make the best use of the time available.

9.2 One of the key tasks a local authority will need to undertake if the SoS decides to make an Order to grant development consent, will be to discharge those requirements for which it has been identified as the discharging authority.

9.3 Local authorities should work with the developer to reach agreement on the procedures for discharging requirements and any costs associated with undertaking this duty. In many cases a DCO will include a provision and a schedule that will set out the process of discharging requirements.

9.4 Early pre-application discussions can also aid the drafting of planning obligations. In particular, if a s106 agreement is proposed then it is important to at least have the heads of terms in place at the submission of the application. More information about planning obligations is set out later.

9.5 Important mitigation documents which may be relied on in the application might include: Code of Construction Practice; Environmental Management Plan; s106 Planning Agreement; air quality and other strategies. Local authorities have a key role to play in informing the drafting of these documents by the developer during the pre-application stage. These documents are likely to be a focus for the ExA during the examination.

## 10. Planning Performance Agreements

10.1 Planning performance agreements (PPA) are a matter for the local authority and the developer and may be justified by the impact on the local authority's resources. The Planning Inspectorate is, in principle, supportive of PPAs but will not get involved in the negotiation of a PPA as it is a legal agreement between two parties. The duration that any PPA is in effect and the scale of support at different stages is a matter for negotiation and is likely to be driven, in part,



by the commitments in the DCO in terms of the scale of the local authorities' ongoing role if the SoS decides to grant development consent.

## 11. Joint working arrangements

11.1 The pre-application stage is the best time to sit down with other officers from host and neighbouring local authorities affected by the proposals in order to decide any joint working arrangements and how they can be structured.

11.2 Local authorities may benefit in terms of sharing costs and resources through joint working agreements. It is possible to structure Planning Performance Agreements (PPAs), Adequacy of Consultation (AoC) representations, LIRs, SoCG and written representations in such a way that the shared areas of concern and/or interest are clearly distinguished from specific sections related to the individual authorities where there are site specific or novel matters.

## 12. Delegations

12.1 During the examination there will be numerous deadlines for local authorities and other interested parties to submit further representations. These often require swift responses to ensure all matters can be fully explored before the close of examination. In making its recommendation to the relevant SoS, the ExA can only take into account evidence that has been received by the close of the examination.

12.2 Some local authorities may want to seek their members' approval for certain key examination documents such as the LIR, written representation or SoCG, although this is not required. The ExA's main concern is that once the examination timetable is published, interested parties adhere to the deadlines in it. Late submission of an important document such as the LIR or SoCG may prejudice the ability of other interested parties to consider and comment on its content, potentially disrupting the examination timetable and resulting in additional costs for other interested parties.

12.3 A local authority will therefore need to ensure it has adequate delegations in place. There is unlikely to be time to seek committee approval for representations made by a local authority during the examination. In general terms a local authority must assume that it won't be possible for the examination timetable to be structured around its committee cycle.

## Acceptance Stage

### 13. Roles and responsibilities

13.1 The acceptance stage is similar to the checking and validation process that a local authority would carry out in respect of a planning application. Given the statutory status of the pre-application stage in the NSIP process, the Planning Inspectorate also has a role to check that the pre-application consultation was undertaken in accordance with the PA 2008, including the SoCC. The Inspectorate must also consider whether the application and its supporting documents are satisfactory and capable of being examined within the statutory timescale.

### 14. Just before submission

14.1 Between one month and a week before submission the Planning Inspectorate will normally send a letter to relevant local authorities to advise them of the likely submission date of the application. The letter is to inform the relevant local authorities that, upon submission, the Planning Inspectorate will be requesting a representation from them on the adequacy of the applicant's pre-application consultation and to ensure that they are prepared for the fast turnaround of this response.



## 15. Submission of application

15.1 With the agreement of the applicant, the application documents will be published on the relevant project page of the National Infrastructure website, as soon as practicable after submission. At this point it is important that local authorities start reading and familiarising themselves with the application documents; in particular, the draft DCO.

## 16. Adequacy of consultation representation

16.1 As soon as possible after receipt of the application, the Planning Inspectorate will invite the host and neighbouring local authorities to submit an adequacy of consultation representation (AoC). The Planning Inspectorate must have regard to any comments it receives from host and neighbouring authorities in deciding whether or not to accept an application<sup>8</sup>. The AoC is a representation as to whether the applicant has complied, in relation to the proposed application, with:

- its duties under sections 42, 47 and 48 of the PA 2008 relating to consultation and publicity.
- its duty to consult a relevant local authority about the preparation of the SoCC (whether the applicant had regard to the local authority's comments on the draft SoCC),
- the commitments set out in the SoCC in terms of undertaking the pre-application consultation in compliance with the stated consultation methodology.

16.2 A positive view about compliance with these statutory duties will not prejudice a local authority's objection in principle to the application or any part of it. Local authorities are not being asked for views on the merits of the application at this stage.

16.3 The statutory timetable for acceptance of an application is 28 days, beginning with the day after the date of receipt of the application. As a result the Planning Inspectorate will be seeking the AoC representation from the relevant local authorities within 14 calendar days of the day of the request. In light of this, local authorities are advised to ensure that appropriate internal approval procedures are in place to meet this deadline. Given the statutory nature of the acceptance deadline, the Inspectorate cannot extend it, for example, to accommodate a local authority's committee schedule.

## Pre-Examination Stage

### 17. Roles and responsibilities

17.1 At the pre-examination stage, local authorities are encouraged to continue to engage with the developer. Agreement on any remaining issues should be sought and/or negotiations continued. There may also be the need to continue negotiation in respect of any compulsory acquisition affecting the local authority's land holdings or interests. Reaching agreement on as many issues as possible in advance of the examination is likely to lead to a more focused and expedient examination process for all participants.

### 18. Relevant representations

18.1 Local authorities are encouraged to complete a relevant representation form and submit it to the Planning Inspectorate.

18.2 In the event that no relevant representation is forthcoming from them neighbouring local authorities (as opposed to a host authority) will not automatically become interested parties unless they take action. Neighbouring local authorities may also secure interested party status by responding to an invitation from the ExA in its procedural decision following

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8. Planning Act 2008 (as amended) Section 55 (4)(b)





the Preliminary Meeting (the Rule 8 letter). However, it is advised that host and neighbouring local authorities take a more proactive approach and submit a relevant representation. This will allow their views to be considered by the ExA when it carries out its initial assessment of principal issues in advance of the preparation of the draft examination timetable, which is included in the ExA's invitation to the Preliminary Meeting (Rule 6 letter).

18.3 A relevant representation should include a summary of what the local authority agrees and/or disagrees with in the application, what they consider the main issues to be, and their impact. The content of relevant representations is used by the ExA to help inform their initial assessment of principal issues for examination.

18.4 There is a relevant representation form to use in order to register as an interested party. This will be available at the relevant project page of the National Infrastructure website during the registration period, which is set by the applicant. Following publication of a statutory notice, the applicant is required to allow at least 28 days, from the day after the notice is last published, for anyone wishing to submit a relevant representation to do so. After the registration period has closed the Planning Inspectorate will publish the relevant representations on the relevant project page of the National Infrastructure website.

18.5 Interested parties will have the opportunity to submit a written representation during the examination which can elaborate on the matters raised in a relevant representation. In view of the volume of documents usually associated with NSIP applications, it helps all involved in the examination process if the main areas of interest are clearly and legibly expressed in the relevant representation.

18.6 Further information on submitting a relevant representation can be found in Advice Note 8 - How to get involved in the planning process.

## 19. The Preliminary Meeting

19.1 The ExA will send out an invitation to the Preliminary Meeting to interested parties and statutory parties, including host and neighbouring authorities, which is called a 'Rule 6 Letter'<sup>9</sup>. This invitation to the Preliminary Meeting also includes;

- The draft examination timetable;
- The ExA's initial assessment of the principal issues;
- Appointment of the ExA letter; and
- Any procedural decisions the ExA chooses to make at this stage.

19.2 When looking at the draft examination timetable, consider the structure of the examination as a whole, not just the detail of when the deadlines and hearings occur. This will help local authorities to manage resources and ensure personnel are available throughout the examination. If the draft timetable presents difficulties, there is an opportunity to make these constraints known to the ExA before the timetable is finalised shortly after the Preliminary Meeting. For example, think about what needs to be done and is there a need to attend all the hearings? Are some deadlines more important /more resource intensive than others?

19.3 Remember that the statutory notice periods built into the examination timetable are calendar days, not working days. The ExA does not have the power to "stop the clock" during an examination in order to account for public or school holiday periods.

19.4 Consider when local / mayoral elections will take place and ensure that any potential constraints such as a purdah period are brought to the attention of the ExA at the Preliminary Meeting.

9. Rule 6 of the Infrastructure Planning (Examination Procedure) Rules 2010



19.5 The purpose of the Preliminary Meeting is to discuss the procedure and timetable to be followed during the examination stage, which will be a maximum of 6 months. The Preliminary Meeting is not the time or place to raise matters related to the merits of the application or for members to make politically motivated speeches.

19.6 The ExA will invite interested parties to submit their views in writing about any procedural matters in advance of the Preliminary Meeting. Attendance is not mandatory at the PM; however, host and neighbouring local authorities are advised to attend where possible so that they can respond to issues arising from the applicant and other interested parties. Often matters raised by other parties will have wider timetabling implications that could have an impact on a local authority's resources.

## Examination Stage

### 20. Roles and responsibilities

20.1 The examination stage can often be a resource-intensive period for local authorities, therefore, it is beneficial to anticipate this and the resources required early on in the process. For example, while most deadlines and events will be set out in the examination timetable, there may be occasions that will require participants to react to requests for information by the ExA and, if invited, to comment on documents and representations received by the ExA within a defined time period. In this context it may be advisable for a dedicated officer and/or team to be identified to be available to respond to any requests of this nature.

20.2 The examination is primarily a written process. Hearings are supplemental and therefore it is important that local authorities include any information they want to rely on in their written representations.

20.3 During the examination a local authority will typically undertake a variety of tasks such as: submitting a written representation a LIR and a SoCG. They will also have the opportunity to comment on others' written representations and to submit answers to the ExA's written questions.

20.4 A main aspect of a local authority's input at the examination is likely to be focused on ensuring that the draft DCO provisions/requirements and any s106 agreement (if one is required) are deliverable and consistent to ensure that the construction and operation of the development is sufficiently controlled and mitigated.

20.5 Other documents such as a Code of Construction Practice and /or Environmental Management Plans may also contain vital components in any mitigation package. Usually documents like these will be cross-referred to in the draft DCO requirements.

20.6 Given the responsibilities of local authorities post consent in enforcement and discharging requirements it is often beneficial for a local authority to be represented at issue specific hearings, especially at the issue specific hearing on the draft DCO. Further information can be found in Advice note 15: Drafting Development Consent Orders.


### 21. Local Impact Reports

21.1 A LIR is defined as 'a report in writing giving details of the likely impact of the proposed development on the authority's area (or any part of that area)'.<sup>10</sup>

21.2 When preparing your LIR and for good practice examples of other documents you may find it helpful to consult the National Infrastructure website to look at good examples from previous projects.

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10. Planning Act 2008 Section 60(3)



21.3 Local authorities should cover any topics they consider relevant to the impact of the proposed development on their area. The LIR should be used by local authorities as the means by which their existing body of local knowledge and evidence on local issues can be reported to the ExA. The local authority can set out its local planning policy considerations as they relate to the proposal in the LIR.

21.4 The ExA and the SoS must have regard to any LIR submitted by a relevant local authority<sup>11</sup> and as such local authorities should not underestimate the potential importance of this document in the context of the wider examination.

21.5 LIRs should be proportionate and it is important to remember that they are separate from a local authority's written representations. The LIR's principal purpose is to make the ExA aware of the potential impacts of the project with the benefit of local knowledge. It is not necessary or useful for the LIR to attempt to replicate the scale and complexity of the Environmental Statement submitted by the applicant. If a local authority is opposed to an application, its case of opposition should be made out in its written representation. Advice Note 1 provides further advice about preparing a Local Impact Report.

## 22. Statements of Common Ground

22.1 ExAs find signed SoCG's extremely useful in the context of their inquisitorial examination. It allows them to clearly identify matters agreed, matters currently the subject of negotiation, and those matters which are not agreed. Understanding the status of the matters at hand will allow the ExA to focus their questioning, providing greater predictability for all participants in the examination.

22.2 It is often beneficial (and can reduce resourcing requirements) if you work proactively to prepare a SoCG in the pre-application and pre-examination stages. Having a clear understanding between a local authority and developer about the matters agreed / not agreed from the outset will assist in the preparation of other documents such as the LIR and written representations; potentially allowing these documents to take their lead from the SoCG and focus the detailed consideration of matters on issues which are the most controversial and remain outstanding.

22.3 Examination practice has evolved towards setting an early deadline for the submission of SoCGs, if these have not already formed part of the application documents. It is likely that the ExA will request a SoCG between the applicant and relevant local authorities. The Department of Communities and Local Government (DCLG) has issued guidance on the examination of applications for development consent, including guidance on the production of SoCGs.<sup>12</sup> The Inspectorate is also signposting good examples of application documents on the National Infrastructure website.<sup>13</sup>

22.4 The preparation of a SoCG can be iterative and, particularly for larger NSIPs, agreement may evolve over the course of the examination. As such, an ExA may find it useful for a local authority and developer to review and finalise a SoCG in advance of the close of the examination, which they can then rely on for the purposes of reporting to the SoS. With this in mind, an early SoCG, developed during the pre-application stage can and should be signed by both parties; however, any intention to review it before the close of the examination should be clearly identified in the preamble.

22.5 It is worth noting that just because a matter has been agreed in a SoCG does not necessarily mean that the issue will not be the subject of further questioning by the ExA, who may want to test the basis upon which agreement was reached on a particular issue. Other interested parties may also object to the position set out in the SoCG.

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11. Planning Act 2008 section 104(2)(b)

12. <https://www.gov.uk/government/publications/planning-act-2008-examination-of-applications-for-development-consent>

13. <http://infrastructure.planninginspectorate.gov.uk/application-process/example-documents/>



## 23. Written representations

23.1 Written representations and LIRs are distinct documents giving a local authority the opportunity to express information differently. The LIR is usually a technical document setting out an evidence based assessment of the impacts of a proposal on the communities affected. A written representation is the most appropriate document for a local authority to set out its view on the application i.e. whether or not it supports the application and its reasons. The deadline for the submission of a written representation is usually near the start of the examination, often at the same time as the deadlines for the LIR and SoCG.

23.2 Cross reference to application documents, the SoCG and the LIR is encouraged to assist in keeping submissions as concise as possible and to avoid repetition. Please note that once a representation is submitted it cannot be withdrawn. However, it is possible to provide further written and oral representations during the course of the examination, which can inform the ExA and interested parties if the local authority's view or policy position changes, for example, due to a change in political leadership.

## 24. Planning obligations

24.1 A deadline for receipt of a signed Planning Obligation is likely to be set in the examination timetable. The ExA can only take into account submissions and documents that have been submitted by the close of the examination period. For s106 agreements, this means a fully signed copy must be submitted to the Planning Inspectorate before the deadline for the close of examination.

24.2 Brinkmanship by any party is inappropriate and may backfire within the context of a timetabled examination. It is perfectly legitimate for applicants to submit a Unilateral Undertaking to the ExA if they cannot agree a s106 agreement with another party.

24.3 The process makes provision for other interested parties to have an opportunity to comment on any Planning Agreement or Unilateral Undertaking before the close of the examination.

## 25. Open floor hearings

25.1 Open floor hearings can be requested by interested parties and must be held if requested.

25.2 The ExA will control the proceedings and ask questions of interested parties, based upon their written submissions.

25.3 Typically, open floor hearings are more community focused, with an emphasis on individuals and community representatives putting their views directly to the ExA and being questioned about them. In this context there may be a limited role for the local authority as a technical / statutory consultee.

25.4 Local councillors may find these hearings are suited to their role as a community representative, but should be clear with the ExA in what capacity they are speaking (on behalf of the local authority / themselves / their constituents).

## 26. Issue specific hearings

26.1 These hearings are held only if the ExA considers they are necessary to ensure adequate examination of an issue or that an interested party has a fair chance to put forward their case.

26.2 Issue specific hearings are inquisitorial and the ExA will generally ask questions of the participants. Cross examination is an exception but can be requested by an interested party. In such cases the ExA will decide whether or not cross examination of a matter is needed and would benefit the examination of the application. If the ExA decides to allow cross examination it will endeavour to notify the relevant parties in advance so they can prepare for it.



26.3 Depending on the nature of the issue specific hearing and those present, typically the ExA will ask the applicant to respond to questions posed under the agenda items and then seek the views of the local authority(ies), other statutory bodies and then other interested parties before providing the developer with a final opportunity to respond to the views heard.

26.4 Issue specific hearings are likely to be topic based but can also be site-specific. The ExA will try to issue an agenda a week in advance of an issue specific hearing in order to provide interested parties with a guide as to who will need to attend.

## 27. Compulsory acquisition hearings

27.1 These take place at the request of anyone whose interest in land or rights over land are proposed to be compulsorily acquired.

27.2 A local authority's legal team are likely to play an important role in ensuring that the local authority's interests as a land owner, leaseholder and/or other land interests are properly considered.

27.3 Negotiations may be on-going between the applicant and the local authority's corporate services team. As such, local authorities are encouraged to make sure they understand the scale and nature of the land rights being sought by the applicant and how this may impact upon the authority's wider interests and views as they relate to the application. The local authority's legal team may be the bridge between the various Council functions in this regard.

27.4 It is likely to be beneficial to review the applicant's Book of Reference<sup>14</sup> to identify any relevant plots and any wider interactions with other issues that may arise.

27.5 As with issue specific hearings, the ExA will try to issue an agenda a week in advance of a compulsory acquisition hearing.

## 28. End of the examination

28.1 The end of the examination can be very busy and the ExA may seek further information from interested parties and / or comments on additional information submitted. Therefore, it is important for local authorities to focus on securing any agreements necessary as early as possible so that they are in a position to be able to meet any requests from the ExA before the close of the examination. This is relevant to all interested parties, not just local authorities.

## Post Examination

### 29. Roles and responsibilities

29.1 Once the examination has closed it is no longer possible to make submissions to the ExA. Any submissions made at this stage will be forwarded directly to the relevant SoS at the same time as the ExA's recommendation. They will not be seen by or inform the ExA's recommendation.

29.2 The ExA's recommendation will be published on the relevant National Infrastructure project page at the same time as the SoS's decision, no more than 6 months from the close of the examination.

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14. Regulation 7 of the Infrastructure Planning (Applications: Prescribed Forms and Procedures) 2009 (as amended)



## Post Decision

### 30. Roles and responsibilities

30.1 A local authority's role does not usually end once a decision is made by the SoS to grant development consent. As with any planning permission a local authority will have responsibilities to discharge requirements (as discussed earlier) and also to enforce the terms of a DCO. Sections 160 to 173 of the PA2008 set out local authorities' powers to enforce a breach of the terms of an order granting development consent.

30.2 An application process exists for applicants to make non material and material changes to a DCO. This is set down in secondary legislation in the Infrastructure Planning (Changes to, and Revocation of, Development Consent Orders) Regulations 2011<sup>15</sup>. In order to maintain the integrity of the DCO the SoS retains decision-making powers in respect of non-material and material change applications. Local authorities are prescribed consultees for the purposes of the regulations and as such they may be notified of the application and invited to submit a representation. The extent of notification, as it relates to local authorities and other prescribed consultees, will depend on the scale and nature of the change proposed. The SoS has a power to take a proportionate approach to consultation and notification for the purposes of handling applications under these regulations.

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15. <http://www.legislation.gov.uk/uksi/2011/2055/contents/made> NB - The legislation relating to making changes to a DCO after consent is granted is expected to be amended during 2015

## Further information

The Planning Inspectorate, National Infrastructure Directorate, Temple Quay House, Temple Quay, Bristol, BS1 6PN

Email: [enquiries@infrastructure.gsi.gov.uk](mailto:enquiries@infrastructure.gsi.gov.uk)

Telephone: 0303 444 5000

Web: <http://infrastructure.planninginspectorate.gov.uk>

**Wiltshire Council**

**Cabinet**

**15 March 2016**

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**Subject:** Clarification of change to council tax discounts on properties that have been unoccupied and unfurnished properties for two years

**Cabinet member:** Councillor Richard Tonge, Finance

**Key Decision:** Yes

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## **Executive Summary**

On 15<sup>th</sup> September 2015 a report was brought to Cabinet proposing a number of changes to the treatment of unoccupied and unfurnished properties for the purposes of charging council tax. Most of the changes were straightforward with the changes effective from 1<sup>st</sup> April 2016.

The report included a proposal to charge a levy of 50% of the Council Tax due on property which had been unoccupied and unfurnished for more than two years to encourage owners to bring them back into use.

This report clarifies the treatment of long term unoccupied and unfurnished properties.

## **Proposals**

- That the levy is introduced for the year 2016/17, but collection be effective from 1st October 2016 for properties that have been unoccupied and unfurnished since 1st October 2014.
- That the time between the approval of this report and October 2016 is used to communicate and inform the owners of these properties.

## **Reasons for Proposals**

- The council should employ the freedoms given to local authorities through the introduction of The Council Tax (Exempt Dwellings) (England)(Amendment) Order 2012, to tackle the issue of the issue of property left unoccupied and unfurnished for more than two years.

**Carolyn Godfrey**  
**Corporate Director**

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**Clarification of change to council tax discounts on properties that have been unoccupied and unfurnished properties for two years**

**Purpose of Report**

1. To clarify the effective date of the application of the levy.

**Background**

2. Freedoms were given to local authorities through the introduction of The Council Tax (Exempt Dwellings) (England)(Amendment) Order 2012, which enabled changes to the treatment of unoccupied property for the purposes of levying council tax.
3. The initial findings suggested that around 450 properties in Wiltshire had been empty for more than 2 years however subsequent analysis revealed potentially 700 such dwellings would be subject to the levy.
4. Whilst the proposals were agreed by Cabinet in September, the report proposed that the changes to introduce a levy be implemented with effect from 1st April 2016. The report was not clear on the issue of whether the levy would take effect from 1st April 2016 on properties that had already been unoccupied and unfurnished for two years or more. When the owners of these properties were identified and contacted some referred to the report and to accompanying minutes which suggested that the levy would not take effect until April 2018.

**Safeguarding Implications**

5. None

**Public Health Implications**

6. None

**Corporate Procurement Implications**

7. None

**Equalities Impact of the Proposal** (detailing conclusions identified from Equality Analysis, sections 4 and 5)

8. A full assessment is not required as this new proposal will not affect any specific group. Should there be property owners or landlords who are classed as being on a low income the provision of advance communications and advice will reduce the impact of its introduction. No other protected characteristic group would be disproportionately impacted against because of the proposed changes.



## **Environmental and Climate Change Considerations**

9. None

### **Risk Assessment**

10. There is a reputational risk for the council if it is not seen to be proactive in its treatment of property that has been unoccupied and unfurnished properties for at least two years.

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

11. See para 8.

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

12. See para 8.

### **Financial Implications**

13. Whilst calculating the income that could be derived by charging a levy on empty properties is relatively easy the objective is to encourage owners to bring these properties back into use, some of which have been empty for more than 5 years. If they are unfit or incapable of habitation then they should be recorded as such and removed from the local valuation list.

### **Legal Implications**

14. There is no statutory requirement to consult on these proposals, however both section 11A of the Local Government Finance Act 1992 (which relates to discounts) and section 11B of the same act (which relates to higher amounts for long-term empty dwellings) contain the following notice requirement:

*'A billing authority which makes a determination under this section shall publish a notice of it in at least one newspaper circulating in its area and do so before the end of the period of 21 days beginning with the date of the determination.'*

15. Whilst changes to council tax payment arrangements normally come into effect at the start of a financial year, it is possible to delay implementation of a change until a later date in the year.

### **Options Considered**

16. Not to take the proposed action.

### **Conclusions**

17. Taking these steps will clarify the council's position regarding the reasons for charging a levy on empty and unoccupied property and bring clarity as to when the levy will be imposed.

**Carolyn Godfrey**  
**Corporate Director**

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2<sup>nd</sup> February 2016

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**Wiltshire Council**

**Cabinet**

**15 March 2016**

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**Subject: Licensing and support of Microsoft software**

**Cabinet member: Councillor Stuart Wheeler - ICT**

**Key Decision: Yes**

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## **Executive Summary**

Wiltshire Council utilises Microsoft software such as Windows, Office and Outlook at the user level, through to server platforms for our data centres & administrative tools to securely administer the environment. This is a complex environment with many interdependent services.

Wiltshire Police license their own software and pay for this from their own budgets, however administration is carried out via the software and laptops used by the council employed ICT engineers. What we do with this agreement has a direct impact on the provision of Police services.

The support and maintenance of this software is provided direct by Microsoft.

This software product suite underpins all of the council ICT systems, and impacts on Wiltshire Police service delivery. IT is relied upon for the council's service delivery from back office support functions through to frontline services to the public and police.

In order to use this software we are required to license our software under an Enterprise Agreement (EA). Microsoft has changed its licencing model and has provided notice that it is ceasing on premises based licencing in favour of cloud licences. The Government has negotiated Memorandum of Understanding with Microsoft for a period during which Public Bodies can access a Cloud Transition Agreement and secure premises based licence at favourable rates. Microsoft has made pricing unfavourable for premises licences outside this arrangement to drive customers to switch their delivery to support their cloud model. This is typically in the order of a 50% price increase from current levels.

During the period of the proposed agreement the council has to develop its approach to delivering services such that when it ends, we are in a position that supports our move to Cloud based Microsoft licences from that date.

**Proposal(s)**

That Cabinet approve the procurement of a 3 year Enterprise Agreement for Microsoft licences and support services. That this will be undertaken through a competitive call off from Lot 2 of the Crown Commercial Services RM1054 framework, and authority is delegated to the Associate Director – People and Business Services to approve the award of any resulting contract for the best value solution.

The new contract will run from 1<sup>st</sup> June 2016 to 31<sup>st</sup> May 2019.

**Reason for Proposal**

The expiry of our existing Microsoft Enterprise License Contract with Trustmarque on the 1<sup>st</sup> of June 2016. If we do not have licences in place we will have to cease using the software and essential public services will be significantly disrupted.

**(Name of Director)**

**Barry Pirie – Associate Director People and Business Services**

## **Wiltshire Council**

### **Cabinet**

**Date of meeting: 15 March 2019**

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**Subject: Licensing and support of Microsoft software for Wiltshire Council**

**Cabinet member: Councillor Stuart Wheeler – ICT**

**Key Decision: Yes**

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### **Purpose of Report**

To seek approval to competitively procure software licences and related support services for Microsoft products through Crown Commercial Services framework contract RM1054 - Technology Products, under Lot 2 which is for Packaged Software.

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

Microsoft software underpins all the technology and ICT systems in use within the Council. These include office productivity software such as word processing, spreadsheets and email; customer facing solutions such as Northgate's revenues and benefits system; OLM's CareFirst for social care management; the out of hours emergency duty service for vulnerable members of the community and even our data centres, the information hubs of the council.

Without these products and support services the day to day running of the Council would be materially compromised. This would impact our service teams ability to deliver their work to protect the vulnerable, boost the local economy and help communities do more for themselves.

Our premier services support agreement delivers the capability to access Microsoft itself rather than re-sellers for additional services such as critical fault resolution for the ICT infrastructure. We also use it to access advice, guidance and information on new products, executive briefing days and for pro-active development such as our Sharepoint online migration planned for 2016. This support service is crucial for delivering the Information Governance Improvement Programme through our ability to maximise our Office365 investment.

### **Main Considerations for the Council**

Enterprise agreements run for 3 years. Our existing agreement expires on the 1<sup>st</sup> of June 2016.

We are currently able to access preferential rates for on premise licences if we maintain back to back Enterprise agreements. This significantly reduces the cost of licenses if signed by the 1<sup>st</sup> of June 2016.

We are developing our ICT strategy to recognise the need to move to cloud based solutions.

We are legally required to either license the software we use, or cease using it. We do not currently buy perpetual licences but procure them on a subscription basis i.e. term licences.

If the council increases the users accessing its services, as licences are bought on a subscription basis our cost increases. This is not specifically related to the number of council employees but includes individuals working for the council, for example Agency workers that require access to council systems. Each year the council will undertake a “true up” review to identify and pay for any licence changes in the preceding year.

## **Background**

Councils are able to secure best prices by procuring licences from the Crown Commercial Services framework, a central Government organisation that levers value for the whole of the public sector. Wiltshire Council has used these arrangements historically and the current supplier Trustmarque was secured through a competition off an earlier contract, replaced by RM1054. We currently buy a mix of cloud and on premise licences.

In 2015 Microsoft and Crown Commercial Services agreed that the current model for licencing would cease as Microsoft transitioned its product range to Cloud based solutions, rather than on premise licenses. To encourage customers to move to the new solution, Microsoft pricing for continuing to use on premise licences no longer benefits from the discounts. Price increases of around 50% on the overall requirements can be expected if we simply go to market openly for our on premise licence requirement.

To mitigate the unacceptable impact on customers of this shift in strategy from Microsoft and create a period in which customers can consider options, Microsoft and the Crown Commercial Services agreed a Memorandum of Understanding (MoU). This MoU enables customers that maintain their Enterprise Agreements without a break, to continue to secure the current favourable terms and on premise licence pricing while they migrate to a Cloud solution, or consider alternatives to Microsoft products.

One agreement, the server cloud enrolment will remain under existing contract to 2017 and will be brought into the procurement when it ends.

Wiltshire Council's has a reputation among Local Authorities and with Microsoft for developing and implementing innovative solutions. We believe our requirement will be an attractive contract for a license supplier to have in its portfolio so anticipate a competitive set of quotations from resellers.

Although License purchases are made via a 3<sup>rd</sup> party supplier allowing competition our relationship with Microsoft is un-changed. The premier services for direct support and maintenance forms the basis of our existing commercial relationship, this relationship is furthered through our collaborative working with

other local authorities across the southern region facilitated by Microsoft. Wiltshire Council is seen as one of the public sectors leading authority in regards to Microsoft Technologies.

### **Overview & Scrutiny Engagement**

There has been no overview and scrutiny involvement in the development of this report.

### **Safeguarding Implications**

Microsoft products support the provision of social care to vulnerable adults and children. They also enable ICT services to the MASH hub based in county hall working alongside strategic health and police partners.

As ICT also support the provision of ICT services to Wiltshire police, due to the nature of that support and its link to police operations, safety of the general public is also affected by the ability to continue to use the products.

### **Public Health Implications**

Various public health services rely on systems that require these licences. There are several partnership based approaches with Health that rely on services located on the Microsoft technologies e.g. the active health programme.

Failure to procure these licences would impact all policing functions involving ICT including 101 and 999 operations, placing lives at risk.

### **Procurement Implications**

The strategic procurement hub contributed to this report and recommends utilising Lot 2 of the Crown Commercial Services Technology Products framework. This supports a lean, fast and compliant route to procurement that accesses the central Government agreement which offers best value for money.

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

Do not believe any? Reviewer?

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

No known impacts with this proposed approach.

### **Risk Assessment**

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

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

The key risk if we do not procure appropriate licences will be the failure of most council ICT services and those provided to partners, with the consequential impact on the public.

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

Failure to deliver the procurement for the target date of 1<sup>st</sup> June 2016. This has been mitigated by identifying the ICT and procurement resource required and a lean and fast procurement route through a framework.

The costs are based on current information. Microsoft set pricing in May including any indexation based adjustments to prices. Any tendered responses will be based on current prices and doubtless include appropriate links to Microsoft adjustments.

## **Financial Implications**

The council's historic spend is:

### Licences

- 2011/12 - 1st year £630,603.38
- 2012/13 - 2st year £733,911.38
- 2013/14 - 3nd year £1,024,126.85 increase due to O365 licenses added (investment in flexible working transformation).
- 2014/15 - 4th year £1,114,566.29 (include £953,892.33 EA plus Velocity licences @ £69,550.04 + SQL Server / Sharepoint @ £91,123.92) negotiated to a final sum of £914,000
- Server Cloud Enrolment contracted to 2017 @ £80,122 per annum

### Support

- 2014 - 2016 - £840,000 (£420,000 per annum)

The total anticipated spend for the new agreement is £1,383,073.18 per annum (£4,149,219.54 over 3 years) made up from:

Future spend:

### Licences

- £976,184.18 per annum (£2,928,552.54 over 3 years)
- £80,122 server cloud enrolment contract ends and this rolls into the agreement in 2017 increasing the EA cost when this agreement ends.

### Support

- £326,767 per annum (£980,301 over 3 years) is likely to be required to provide essential support services to this software (**£150,000 per annum to be recharged to Wiltshire Police for support of their Microsoft ICT products - £450,000 in total**).



- £32,250 one-off, capitalised for one year to support the roll out and transition of applications to the laptop refresh running Windows 10

Please be aware that Microsoft set pricing for support and maintenance on the 1<sup>st</sup> of June for the following year. If signed early/promptly there is potential to avoid any price increases for 2016/17 as typically prices increase by 2% year on year.

Each year a process known as “true-up” takes place as close as possible after the end of each contract year. This involves altering the number of licenses per product up or down depending on increased/decreased usage during the preceding year to meet the changed needs of the council. Therefore, licensing under our EA is never a fixed total cost and final figures will be determined via the true-up audit. For the next anniversary payment due in the 16/17 financial year we are currently anticipating a true up cost of around £40,000.

Licence costs will increase by approximately £0.060m per annum. The increase is due to inflation, evolving technologies and Microsoft pushing the move to the Cloud. However, significant savings of around £0.240m per annum have been made by reducing service levels.

It should be noted that Wiltshire Police have been included in this contract and will contribute £0.150m p.a. If the Police should decide to separate Wiltshire Council will not incur any additional costs as this has been provided for in the contract.

Finance principal accountants have been consulted and this aligns with the ICT budget for 2016/17

### **Legal Implications**

If the decision is taken not to approve this procurement, our inability to change solutions quickly means the council would be illegally operating software. Legal resource and risk of challenge should be minimised by use of the CCS framework containing pre-agreed at central government T&C's.

### **Options Considered:**

#### **1. Do Nothing.**

Licensing expires, council operations shut down.

#### **2. Adopt alternative technology platforms**

This would require significant time and resource to change, with potential disruption to services. Before considering cost alternative platforms that could provide the services within a government regulated organisation such as the council were considered.

Alternative Laptop platforms exist (Apple, google chromebooks, unix based operating systems). To use these however you would need a server environment for the data centre to run on or a suitable non

Microsoft cloud environment. The next best server environment (Novell Netware) was phased out circa 2005 due to high costs, this would be a retrograde step financially and technologically.

Alternative cloud platforms in the form of Google and Amazon offering basic email and word processing functionality however these platforms do not have the required government security levels to support PSN compliance, by using these the council would be in breach of its obligations to safeguard data and it would be a barrier to sharing information with police and health colleagues.

Peterborough City Council have achieved cloud utilising Google technologies and amazon cloud services via a dedicated innovation fund of circa £100 million. – we believe this was a risky decision in relation to PSN and would not work for Wiltshire

### **3. Buy Microsoft licences and support**

#### Licences

Two options are proposed based on different scenarios. The second scenario covers the option of licensing council employees only. We would not provide devices to non council employees such as agencies and 3<sup>rd</sup> party partners. This brings the total user base from 5442 down to 4807 devices. This option costs £66,262.25 per annum (£198,786.75 total) less however will mean recovering ICT equipment from all 3<sup>rd</sup> parties.

#### Licences With 3<sup>rd</sup> parties

Enterprise Agreement option 1: **£976,184.18 PA (£2,928,552.54 over 3 years)** based on current spending, prices and numbers of consumers of council ICT services (please be aware Microsoft set pricing in May including rises and alterations to their licensing model, this could be to our advantage or disadvantage). This option applies to the user count of 5442 (Council + 3<sup>rd</sup> parties).

#### Licences with Council employees only

Enterprise agreement option 2: Enterprise Agreement: **£909,921.93 PA for a 3 year agreement (£2,729,765.79 over 3 years)** based on current prices and services council employees only (removal of ICT equipment from 3<sup>rd</sup> parties and agency staff). This would take some time to action which would most likely see these savings realised in year 2. This option applies to the user county of 4807 (Council employees only).

To implement a council only provision would entail consultation with commissioning officers to ensure that alternative access to data and systems such as Carefirst are provided in a secure manner. When contracts are renewed or new contracts implements tend ensure that it is

clear that 3rd parties provide their own IT equipment. This process is one that can be started but are unlikely to implement immediately without adversely impacting on frontline service delivery

From June 2017 the requirement will include server cloud enrolment and this will increase costs by £80,122.63 for years 2 and 3.

#### Support and maintenance – Premier Services

The police will contribute significantly to this element although they will maintain and fund their own Enterprise Agreement from their own budget.

Premier services will cost:

- Wiltshire Council up to £176,767 PA
- Wiltshire Police £150,000 PA of which they have agreed to fund on a re-charge.

Regarding the council funded element it is proposed that Wiltshire council commits to £50,000 per annum of support to meet the baseline expectations for support, but includes scope to purchase additional support (top ups) as and when required. This will require budgetary approval to spend a total of £176,767 per annum as required to deal with emergent tasks. With a multi-year agreement we will be able to lock in year one pricing and provide maximum flexibility.

The police support is optional should they change their mind at any point.

### **Conclusions**

Supporting a modern day sustainable and readily supportable ICT infrastructure in a large unitary authority is expensive. An enterprise agreement covers the core software, the platforms that the council's applications run on, the laptops we use to run the business and is a pre-requisite of running the council's ICT services.

The council therefore requires licences and support to operate. Option 3, to purchase a new Enterprise Agreement is recommended.

Option 3 gives us a decision to make. If we continue to directly support 3<sup>rd</sup> parties by giving them access to ICT then we will have to go with the higher cost option. However if we wish to phase out 3<sup>rd</sup> parties access to our ICT systems we can maintain a lower license cost as outlined above in option 3.

**Barry Pirie**  
**Associate Director – People and Business Services**

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06/01/2016

### **Background Papers**

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

- Support services proposal from Microsoft
- Anticipated expenditure on Licensing Enterprise Agreement based on our current pricing put together by current supplier TrustMarque.

### **Appendices**

Appendix A - Risks

The following is a list of risks related to failure to secure licences. They have not been assessed using the Corporate risk assessment framework since the consequences of not having licences are so significant and the mitigation so simple (buy them). that a detailed assessment has not been considered appropriate.

#### Risks if not procured

- Unlicensed environment – we may be able to discover some old perpetual licences that may enable some operations. This would be of limited value, unknown quantity and would not be Public Services Network compliant i.e. security approved
- Continued use would be software theft, leading to significant fines and reputational damage
- Shut down of most ICT infrastructure
  - Council
  - Police – back office through to 101 and 999
  - Partners
- High risk of critical data loss (non recoverable) through shut down of Cloud services centrally from Microsoft, including the council and police websites and Office 365 including e-mail
- Interruption of service to the public
- Risk to the safety of the public
- If some perpetual licences found, the loss of access to Microsoft for assistance in critical service failure (support and maintenance)
- Increased time to restore service during critical service failure (support and maintenance)
- Cost of service teams being incurred while unable to operate e.g. Revenues and Benefits

To mitigate the above risks we would be required to undertake a large scale migration of all council ICT services to alternative platforms (Email, Laptops, Applications, Data centre, Databases etc). This would require the entire ICT team to be diverted from current project work and support in both Wiltshire Council and Wiltshire Police and would take 18-24 months to achieve, including training ICT staff and users in alternative technologies. This is not realistic.

The estimated cost of such a transition would be approximately £20 million, based on transformation work recently carried out for Wiltshire Police on a smaller ICT estate. We would not be able to do a change of platform on existing hardware as this level of technical re-design requires the existing hardware to be wiped, this would prevent any area of the council and Wiltshire police from accessing any ICT services.

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**Wiltshire Council**

**Cabinet**

**15 March 2016**

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**Subject: The Better Care Plan in 2016/17 - Outline approach and draft commissioning intentions**

**Cabinet member: Councillor Keith Humphries – Public Health, Protection Services, Adult Care and Housing**

**Key Decision: Yes**

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## **Executive Summary**

There is now a very clear position for the Better Care Plan nationally with a clear policy statement on 16/17 and beyond. There is also a planned uplift to the BCP for 16/17 (which is circa £890k for Wiltshire).

- There has always been a strong commitment to integration in Wiltshire with the prevailing view being that the Better Care Plan neatly complimented an existing strong commitment to integrated service delivery.
- The Better Care Plan is well established across Wiltshire, leading schemes, managing the system in terms of flow and increased pressures and developing a consistent approach in relation to measurement, monitoring and delivery. The BCP plays a key r o l e in managing pressure across the system and its impact is evidenced and there is now established system wide governance processes in place.
- A number of key schemes are being continued into 2016/17 and we would expect to see further improved performance in the next 12 months and a key commitment of all partners to maximise outcomes from existing schemes, priorities and expenditure.
- Underpinning the continuation of key schemes has to be the commitment to deliver integrated care at the point of need at as a local a level as possible as well as maximise the opportunities that will be presented as a result of the integrated community services contract.
- The Adult Social Care Team within Wiltshire Council have been integral to the success of the Better Care Plan in Wiltshire and the associated system wide transformation , not least the nationally recognised improvement in and significant reduction of delayed transfers of care. However it should be noted that levels of success come at a cost and sustaining social care services remains key priority of the Better Care Plan approach in Wiltshire, particularly given the national funding disconnect between Local Authorities and CCGs. We are now entering a very challenging period of austerity and despite additional funding to the NHS, there have been cuts

to local authority and this naturally impacts on spending plans and service provision.

This report assures members of the important work the Better Care Plan is achieving within Wiltshire in delivering integrated services.

### **Proposal(s)**

That Cabinet:

- (i) Note the Better Care Plan in Wiltshire retains a strong reputation nationally and as the data demonstrates we are making strong progress in a number of performance indicators.
- (ii) That Cabinet approve the high level objectives of the Better Care Plan for 2016/17 and the budget outline in appendix 1

### **Reason for Proposal**

In line with the urgency associated with this work the BCP needs to be revised and submitted to the national team for review by the end of March 2016.

**Maggie Rae**  
**Corporate Director**



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**Subject:** The Better Care Plan in 2016/17 - Outline approach and draft commissioning intentions

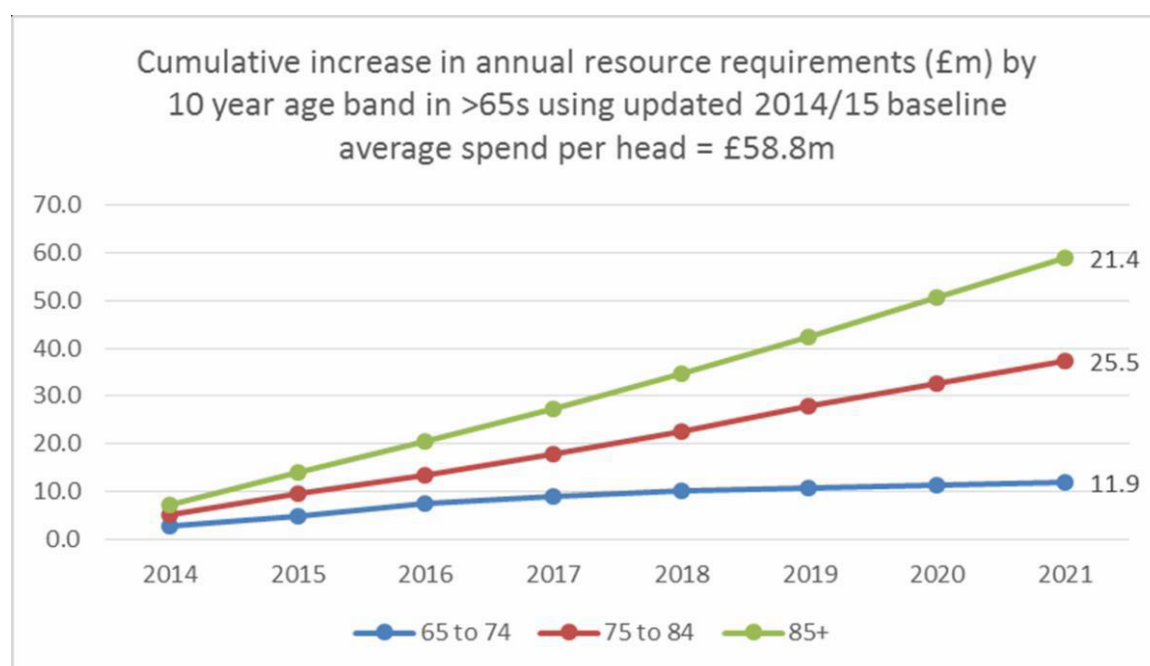
**Cabinet member:** Councillor Keith Humphries – Public Health, Protection Services, Adult Care and Housing

**Key Decision:** Yes

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### Purpose of Report

1. As the below graph highlights the demographic challenges facing public services in Wiltshire is significant and demonstrates why integrating services at the point of need, is so critical.



2. The Better Care Plan in Wiltshire retains a strong reputation nationally and as the data demonstrates we are making strong progress in a number of performance indicators. Wiltshire Council is also at the vanguard of outcomes based commissioning and the devolution process nationally. Expectations remain high and it is crucial that the system continues to embrace integration through the Better Care Plan and take it forward with even greater pace during 2016/17.
3. In line with the urgency associated with this work the BCP needs to be revised and submitted to the national team for review by the end of March 2016.

## Background

### 4. The Better Care Plan Approach in Wiltshire

The Better Care plan has been running for the last 2 years and has provided a strong framework for integration, transformation and system wide delivery across Wiltshire.

### Main Considerations/Information for the Council

#### 5. The model of care for Wiltshire which has been put in place and needs to be supported and maintained includes:

- **Simplified access** to core services through one number for the whole system.
- Effective **Triage** which increase use of **alternatives** rather than generate additional pressure
- **Integrated service** provision based on localities with appropriate clinical, community service, mental health and social care input to make them effective
- Services **must make a difference** in terms of **intervention** and be **more responsive** at t h e point of need.
- **Risk stratification** and **anticipatory** care which delivers and make a difference.
- Ongoing development of **credible alternatives** which reduce demand on acute hospitals , we are now managing a higher level of acuity in the community and this needs to continue
- **Specialist provision** and support in **out of hospital** settings underpinning the system ambition
- Focus on discharging patient **home first and ensuring the longer term independence of the patient** ideally in their own home
- **Enhanced discharge** arrangements with integrated community teams being able to **Pull patients out of hospital** once the patient is medically stable
- **Reliable** intermediate care **and care at home** which gets patients to their **normal place of residence** more quickly
- **Reacting** to what the evidence tells us and **targets our interventions** in the right area
- A greater emphasis on **upstream prevention** and focus on **self-management** and **Signposting**
- **Senior expert clinical opinion** as **early** as possible in the pathway wherever the patient presents across the system
- Building from the **bottom up**, ensuring that providers play a key part in the development of the integrated model of care
- **Forecasting** financial commitments moving forward and establishing the **social and economic return on investment.**

These principles are inherent to the transformation approach being progressed across Wiltshire and needs to be maintained.

## **6. The National Picture and the BCP moving forward**

The Comprehensive Spending Review confirmed that the Better Care Fund will continue into 2016-17, with a mandated minimum of £3.9 billion to be deployed locally on health and social care through pooled budget arrangements between local authorities and Clinical Commissioning Groups.

The process for the development and assurance/approval of local Better Care Fund plans in 2016-17 will be more streamlined and better integrated into the business-as-usual planning processes for Health and Wellbeing Boards, Clinical Commissioning Groups and local authorities.

The timescales for submitting Better Care Fund local plans will follow the deadlines set out in the NHS Planning Guidance:

- First draft – Mid March 2016
- Refresh – End of March 2016
- Final submission (signed off by Health and Wellbeing Boards) - mid-to-late April 2016.

It should also be noted that within the planning guidance the NHS asks for the health and care system to come together to deliver 5 Year Sustainability and Transformation Plans – covering Oct 2016 to March 2021. Wiltshire Council is fully involved in this process nationally and recognised as a key system influencer and integrator in making sustainable system transformation a necessary reality.

It is anticipated that the system transformation plan will be underpinned by a transformation fund which will be overseen by NHS England (circa £ 6 million across Wiltshire) for providers to bid against in relation to delivering sustainable system improvement. Wiltshire Council will also be able to bid against this fund (which is in addition to the Better Care Plan)..

## **7. Understanding the key strategic priorities for the integrated system.**

The detailed commissioning objectives are best described each of these key theme areas:

- Development and enhancement of the integrated team approach across Wiltshire
- Investment in social care services to meet current and future demographic demands
- Continuing to develop our workforce in a more integrated way and address the current level of vacancies across key professional groups in our health and social care system
- Workforce – addressing the gaps and integrating our workforce at the point of need
- Maximising independence through our Intermediate care and HomeFirst approach (this will include ensuring we transition more of our residents

- from package of care at home to full independence). There is a strong commitment to reduce dependence of service users
- Upstream prevention and early intervention. The Integrated teams will play a key part here , but there also needs be a strong focus on signposting and navigation
  - Proactive crisis management and admission avoidance. This will include strengthening our access to care model at each acute hospital redirecting more patients to alternative services on attendance
  - Continuing to elevate and maximise the role of the voluntary sector in service provision.

The **key work programmes** which are delivering the key requirements of the Better Care Plan are:

- Intermediate care
- Urgent Care, rapid response and 7 day working
- Single View of the Customer (Integration of health and social care information)
- Prevention and early intervention (including a focus on the voluntary sector)
- The Care Act
- Integrated Teams
- Wiltshire Workforce Action Group
- System wide DTOC Steering Group and delivery plan
- Patient engagement and consultation led by Healthwatch Wiltshire

These work programmes will be overseen by the Better Care Plan Finance and Governance Group which reports to the Wiltshire Joint Commissioning Board.

The CCG Governing Board, Better Care Plan Task Group and the Wiltshire Health and Well Being Board will receive regular progress reports on the implementation of the Better Care Plan

Detailed commissioning intentions are attached at Appendix 2.

## **8. Outline Performance Targets for 2016/17**

The key national targets and indicators for the Better Care Plan for 2016/17 are:

- Achieve reduction in non-elective admissions in local target set
- Delivery of the 91 day indicator
- Reduction in delayed transfers of care ( days and people ) in line with local target set
- Reduction in permanent admissions to nursing and residential care in line with local target set
- Achieve the agreed dementia diagnosis rate for Wiltshire which is 65%
- Ensure there are fewer hospital admissions from nursing and care homes (local targets set for each GP locality area.

- Ensure at least 85% of those patients surveyed express satisfaction with the integrated services they receive.

Other areas of focus such as delivering functional integration of services and integrating health and social care data remain.

### ***DTOC action plans***

#### **As the BCF guidance outlines below**

*“The Government is exploring what further action should be taken to address the issue of increased delayed transfers of care nationally“*

As part of this work, under the Better Care Fund, each local area is to develop a local action plan for managing DTOC, including a locally agreed target.

All local areas need to establish their own stretching local DTOC target - agreed between the CCG, Local Authority and relevant acute and community trusts. This target should be reflected in CCG operational plans. The metric for the target should be the same as the national performance metric (average delayed transfers of care (delayed days) per 100,000 population (attributable to either NHS, social care or both) per month.

### **9. Proposed Better Care Plan Budget for 2016/17**

- The total value of the BCP budget for 2016/17 is £32.8 million
- The CCG and Council are committed to continue the work associated with the BCF that has been going for the last 2 years. On this basis the CCG will continue with the funding of the BCF in line with the minimum contributions set out by NHS England (NHSE) and the Council will continue to place the Disabled Facilities grant and Social Care Capital in the BCF. The CCG is also required to increase its contribution to BCF by £897k in line with the NHSE planning requirements for 2016/17.

The more detailed proposed budget is attached in Appendix 1

<b>Funding</b>	
CCG BCF Contribution	27,073
16/17 Increased contribution	897
WC BCF Contribution	1,833
WC adult care contribution to carers	576
Disabled Facilities Grant	1,418
Social Care Capital	1,015
<b>Total Funding</b>	<b>32,812</b>

<b>Work Stream</b>	
Intermediate Care	11,276
Access, Rapid Response, 7-day working	3,820
Self-care, self-support (prevention)	1,753
Care Act	2,500
Protecting social care	9,183
Invest in Engagement (Health watch)	100
Other Council Schemes now in the pool	2,433
Management & Administration	260
Previous Year Adjustments & Unallocated	1,487
<b>Grand Total</b>	<b>32,812</b>

## 10. Next Steps

- Cabinet to approve the Better Care Plan commissioning Intentions and budget for 2016/17 in March
- CCG Governing Body to approve commissioning intentions and budget for 2016/17 at the March Meeting
- Activity and financial summary of the BCP16/17 to be submitted to NHS England by the 2nd March
- First Draft Better Care Plan for 2016/17 to be submitted to NHS England for review in Mid- March
- Health and Well Being Board to review and sign off under delegated powers at the April meeting
- Final draft BCP 2016/17 to be submitted to NHS England in April 2016.

### Safeguarding Considerations

All safeguarding considerations have been taken into account.

### Public Health Implications

None

### Procurement Implications

None

### Equalities Impact of the Proposal

None

### Environmental and Climate Change Considerations

None

### **Risk Assessment**

The is a separate Risk Register for each Workstream

### **Legal Implications**

These are covered in the Overarching Agreement for Joint Business Arrangements Document between the Local Authority and CCG

### **Options Considered**

N/A

### **Reason for Proposal**

It is crucial the system continues to embrace integration through the Better Care Plan and take it forward with even greater pace during 2016/17. For this reason it is important with the urgency associated with this work the BCP needs to be revised and submitted to the national team for review by the end of March 2016.

### **Proposal**

That Cabinet approve the Better Care Plan commissioning Intentions and budget for 2016/17.

**James Roach**  
**Joint Director of Integration**  
**Wiltshire Council and Wiltshire CCG**

**James Cawley**  
**and Associate Director**  
**Wiltshire Council**

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Report Author: James Roach, Joint Director of Integration, Wiltshire Council and Wiltshire CCG

Date of report: 29 February 2016

### **Background Papers**

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

Appendix 1 – Better Care Plan proposed Budget 16/17

Appendix 2 – Better Care Plan Commissioning Intentions

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## **Appendix 1 – The BCP proposed BCP Budget for 2016/17**

### **Better Care Fund (BCF) Budget Proposals for 2016-17**

The CCG and Council are committed to continue the work associated with the BCF that has been going for the last 2 years. On this basis the CCG will continue with the funding of the BCF in line with the minimum contributions set out by NHS England (NHSE) and the Council will continue to place the Disabled Facilities grant and Social Care Capital in the BCF. The CCG is also required to increase its contribution to BCF by £897k in line with the NHSE planning requirements for 2016/17.

On the basis of these funding assumptions the following proposals are made for the BCF in 2016/17;

- Overall funding to the BCF will be increased from £31.9m in 2015/16 to £32.8m in 2016/17. This reflects the notified increase in funding by the CCG to the BCF of £0.9m
- The recurrent application of resources will continue into 2016/17 which will include the continued funding of the section 256 monies which support the protection of social care (£9.2m), the NHS fixed contribution to the Care Act (£2.5m), continued support to Carers (£1.5m) and the continued support to Urgent Rapid Response services (£4.3m)
- Intermediate care will continue to be supported. The budget proposal also reflects the original business case for Home First which is assumed to be resourced from existing resources from within the BCF( although this will be confirmed following the formal evaluation of the proof of concept )
- Increases have been made to reflect the full year effect of 2015/16 commitments (Community Geriatrician and Bed Management) and know cost pressures for domiciliary care requested by the community teams. It should be noted there is a commitment to review current level of care capacity being drawn down by community teams as this has increased significantly over the last 3 years.
- One year commitments in 2015/16 are assumed to be discontinued.
- Circa £3.1 is currently badged against community team, the intention being to oversee investment into the integrated teams across Wiltshire and ensure a joint review of delivery and implementation and delivery at the Joint Commissioning Board. Whilst there remains a very clear commitment to roll out integrated teams across Wiltshire decisions still needs to be made about whether this investment is retained within the Better Care Plan. This will need to be discussed at the JCB meeting and it we would also need to agree how mental health services align more closely to the BCP to ensure the joint management of the key service objectives.
- A residual uncommitted allocation of £1.49m will remain in the BCF to support the ongoing delivery of the BCF objectives.

The table below summarises the proposed budget for 2016/17.

Line No.	Scheme	2016/17 £'000s Suggested budget
1	IC - Step Up/Down Beds	2,900
2	IC - Therapy	809
3	IC - Social Work	870
	SHARP pilot	
4	Mental Health Liaison	200
5	IC - CHC Social Worker/Fast Track Reviews	60
6	HTLAH Support for Community NHS	820
7	Step Up Beds (Longleat & Savernake)	929
8	Home from Hospital	203
9	HTLAH Brokers in Community Health Teams - ext'n	0
10	SPA Support for STARR	67
11	One Number	148
12	Community geriatrics	110
13	End of life care - 72 hour pathway	248
14	Bed management	91
15	IC - GP Cover	156
16	Home First - 40109	0
17	RUH - Hopper Service	0
18	Mental Health - Parity of Esteem	0
19	Community services	3,600
20	Jointly funded care packages	65
<b>Intermediate Care</b>		<b>11,276</b>
21	Medvivo - Telecare Response and Support	1,340
22	Additional Hospital Social Care Capacity	700
23	Self-funder Support - CHS	300
24	Medvivo - Acute Trust Liaison	372
25	Medvivo - Simple Point of Access & Additional RR Hub	574
26	Salisbury Medical Practice Room Rental	6
27	MH liaison for rapid response	0
28	Urgent Care at Home Domiciliary Care	528
<b>Access, Rapid Response, 7-day working</b>		<b>3,820</b>
29	Full year impact of Care Act.	2,500

<b>Care Act</b>		<b>2,500</b>
30	Carers - CCG	890
31	Carers - WCC	576
32	Info & Advice Portal content management (Healthwatch)	37
33	Public Health Prevention	250
<b>Self-care, self-support (prevention)</b>		<b>1,753</b>
34	Maintaining services	4,800
35	Increased demand - demography	1,800
36	Increased demand - demography	1,833
37	Complex care packages	400
38	Strengthening QA	350
<b>Protecting social care</b>		<b>9,183</b>
39	Invest in Engagement (Health watch)	100
<b>Service user engagement</b>		<b>100</b>
40	DFG	1,418
41	Social Care Capital	1,015
<b>Other Council Schemes now in the pool</b>		<b>2,433</b>
42	IC - Mgmt., Finance & Perf	51
43	BCP Management and Administration	209
<b>BCP Management and Administration</b>		<b>260</b>
44	Carried forward 14/15	0
45	Workforce	0
46	Payment for Performance	
47	Protecting social care	
48	Unallocated	1,487
<b>Previous Year Adjustments &amp; Unallocated</b>		<b>1,487</b>
<b>TOTALS</b>		<b>32,812</b>

**NB- reference is made to the parity of esteem agenda for mental health – this is being funded by the CCG outside of the BCP with a national mandated level of financial investment.**

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## Appendix 2

### Outline commissioning intentions – Better Care Plan 2016/17

Detailed proposed commissioning intention for the Better Care for 2016/17 is outlined below and each is mapped against the high level strategic intentions outlined in the covering document.

Recommendation	How we will deliver
<b>Specific Objectives</b>	
<b>Living well with complex comorbidities and maintaining our population in our normal place of residence</b>	
<p><b>Systematic, targeted case-finding. This includes using risk stratification, electronic case-finding tools and screening within primary and community settings.</b>  <i>(New approach)</i>- link to prevention work stream</p>	<ul style="list-style-type: none"> <li>• Risk stratification in practice, together with input from the Integrated Teams to identify vulnerable patients- can this be rolled out more widely across Wiltshire and link into social care.</li> <li>• Getting value out of our risk stratification approach is of high importance and connecting with wider system for prevention and case management benefit.</li> <li>• There is a real opportunity through the BCP and joint commissioning to ensure this approach aligns with social care and proactive link with the prevention agenda.</li> </ul>

<p><b>Proactive comprehensive geriatric assessment (CGA) and follow-up.</b> (Continuation)- link to crisis management , admission and integrated teams</p>	<p>Maintain 3 community geriatricians in place and expand areas of coverage to;</p> <ul style="list-style-type: none"> <li>• Community hospitals.</li> <li>• Front door admission avoidance.</li> <li>• Pull model of discharge planning.</li> <li>• Case management with integrated teams</li> </ul>
	<ul style="list-style-type: none"> <li>• Recognising we have cohorts of patients admitting with multiple morbidities – there is a need for more integrated case management. More will be required out of community matrons, nurses and the integrated teams.</li> <li>• Establishing a framework for comprehensive geriatric assessment is critical to the integration agenda and these principles need to endure beyond the specialist roles to ensure proactive management of high risk frail elderly.</li> </ul>
<p><b>An identified keyworker who acts as a case manager and coordinator of care across the system.</b> (New approach)- link to integrated teams</p>	<p>All practices have care co-ordinators although roles vary across the County- need to ensure this is aligned with the discharge management strategy in Wiltshire being taken forward under the Better Care Plan.</p>

<p><b>Carers are offered an independent assessment of their needs and signposted to interventions to support them in their caring role.</b> <i>(Will be accelerated as part of the Care Act work)</i></p>	<ul style="list-style-type: none"> <li>• Offer assessments and support to carers and by commissioning an information portal that has within it a self-assessment tool for carers that enable them to access the care they need, when they need it.</li> <li>• The Care Act will encourage all carers to come forward for assessment.</li> <li>• Work with Practices through integrated teams to hold registers of carers and ensure linkage in terms of case management and follow up care.</li> <li>• More formal involvement of the voluntary sector in the provision of care. This is subject to the commissioning review being undertaken.</li> </ul>
<p><b>Progress the personalised commissioning agenda.</b> <i>(New approach)- link to the prevention agenda</i></p>	<ul style="list-style-type: none"> <li>• The presence of personal budgets in Wiltshire and the revised national direction on personalisation requires us to look at how we can expand our approach to personal budgets and the personalisation agenda.</li> <li>• There is an opportunity to link this in with the work of identified voluntary sector organisations.</li> </ul>

**A comprehensive service for those with dementia must be available and accessible.**

*(Continuation but needs more spread)- link to crisis management , prevention and early intervention*

Dementia strategy and action plan has been developed, but we need to target the gaps in care and need to ensure a more community focused /crisis intervention based model of care. Through the Better Care Plan we are already looking at;

- Care Home Liaison services.
- Focused support to AWP in relation to discharge planning.
- Acute “in reach” and ESD programmes for dementia.

Dementia diagnosis rates have increased across the county – need to ensure that once patients are diagnosed they are moved to appropriate service for ongoing care and management. The registers have to serve a purpose and provide a platform for future case management.

There is also a need through our workforce development and training programme to establish a dementia training programme given the level of occurrence and the impact this has on service provision.



<b>Rapid Response and admission avoidance</b>	
<p><b>Single point of access available to facilitate access to community services to manage crisis at home with specialist opinion and diagnostics.</b> (<i>Continuation</i>)-admission avoidance and crisis management</p>	<ul style="list-style-type: none"> <li>• Access to Care single telephone number has been established. Further opportunities to commission community geriatrician and local diagnostics through this route should be explored.</li> <li>• Also Access to Care and Urgent Care at home model is being expanded to include EOL care and mental health crisis (this will need further expansion).</li> </ul>
<p><b>A comprehensive geriatric assessment initiated rapidly, seven days a week.</b> (<i>Continuation but will need to expand to 7 days a week</i>)- admission avoidance /crisis management and integrated teams</p>	<ul style="list-style-type: none"> <li>• Community geriatrician coverage across Wiltshire, need to link in more formally with established community teams. It is also recognised that our admission avoidance approach needs to be consistent across a 7 day period.</li> <li>• Urgent care at home model planning case management /intervention of high risk patients.</li> <li>• Consider as part of the community hospital review and the new community contract how we maximise use of community hospitals,</li> </ul>

	<p>Can we widen remit in areas such as;</p> <ul style="list-style-type: none"> <li>• Frailty units</li> <li>• Extended community diagnostics</li> <li>• Community IV and transfusions</li> <li>• Targeted discharge for areas with high excess bed days</li> </ul> <p>Developing robust “interface” care with each acute hospital, enhancing the ATL model and diverting appropriate patients to established models of care in the community (for discharge and admission avoidance).</p>
<p><b>Alternative emergency pathways available 7 days a week in an out of hospital setting.</b> (Continuation but need to expand to 7 days – funding dependent)- crisis management and admission avoidance )</p>	<p><b>Urgent care at home</b> Continued commissioning of Urgent care at home available through Access to Care. Although there is a need to standardise our approach to jointly managing the Medvivo contract.</p> <p><b>Step Up Intermediate care</b> Continue to commission existing community hospital step up pathway, need to consider extension to another site such as Chippenham.</p> <p><b>Step up care at home</b> The Wiltshire HomeFirst programme will provide an element of “step up” care and crisis management I the patient’s home.</p>

**Community IV**

There is a need to finalise a strategy for community IV in Wiltshire and agree a Business Case process. This was identified as a key priority during the 100 day challenge and has not yet been progressed.

**End of life 72 hour pathways**

As outlined below

**Comprehensive Geriatric assessment and case management**

As outlined above

**Referral management**

With the multiple number of schemes in Wiltshire it is imperative we have a very clear consistent message in relation to the out of hospital alternatives, key areas of focus include;

- Continuation of the one access number
- Revisiting referral pathways with GPs
- Widening pool of referrers into schemes, for example detailed liaison with SWAST has commenced looking at how they utilise UCAH and step up. Also opportunities for nursing and residential homes to use pathways.
- Focused communication
- Focused training and support with the highest referring practices parts of the system.

<p><b>Enhancing care at the “interface“.</b> (Continued scheme )- mobilisation , independence and admission avoidance</p>	<ul style="list-style-type: none"> <li>• Following successful pilots, the aim during the second half of 15/16 and beyond is to develop established pathways for admission avoidance and discharge planning at each acute hospital. This will build on the existing Access to Care Model with hospital clinical leadership.</li> <li>• In relation to mental health crisis, a review has been undertaken of acute mental health liaison and any recommendations from this need to have a presence in commissioning intentions.</li> </ul>
<p><b>Mental health services should contribute with specialist mental health assessments, if appropriate and support to care homes and other service providers.</b> (Continuation but needs further scope)- crisis management and early mobilisation</p>	<ul style="list-style-type: none"> <li>• Care Home Liaison team to be re-commissioned and BCP remains as the funding stream.</li> <li>• Mental health advice and support within the urgent care at home model, which will also increase support to SWAST in relation to the management of mental health crisis.</li> <li>• Continued leadership to the Mental Health system flow programme (with a focus on acute beds at AWP).</li> </ul>
<p><b>Rapid access ambulatory clinics available in acute and community hospital settings for the provision of rapid access to specialist advice from the multi-disciplinary team.</b> (New approach)- crisis management and admission avoidance</p>	<p>Following the review of community hospitals and the development of 24 hour pathways into intermediate care, need to consider whether these clinics, day care of frailty units are to be provided in community hospitals within Intermediate Care Units and acute settings.</p>

<p><b>There are shared care protocols with ambulance organisations that can enable older people to remain at home.</b></p>	<p>To be developed.</p>
<p><b>Good discharge planning and post-discharge support:</b></p>	
<p><b>A key priority of the Better Care Plan is to ensure that more residents can have their longer term care provided for in a home setting.</b> (Continuation with roll out during 2016/17)- mobilisation and discharge planning</p> <p>Increase the volume discharges home from an acute hospital.</p>	<p>Roll out of the Wiltshire Home First initiative, building in the discharge to assess concept this was recognised as one of the key system priorities in the 15/16 commissioning round.</p> <p><b>There is an urgent need to clarify the scope of the service extension, the impact on beds required in the system and the principles assumed in relation to funding.</b></p> <p>Key lessons from the proof of concept need to be incorporated in the extension of the programme as well as ensuring we consistently review the appropriateness of existing packages of care. <b>We have embed a focus on transitioning patients from package of care to long term independence (phase 2 of the strategy).</b></p>

<p><b>Patient, carers and families are involved in decision making from admission.</b> (Continued approach)- discharge , early mobilisation and supporting social services</p>	<ul style="list-style-type: none"> <li>• To be inserted into all contracts.</li> <li>• Acute hospitals to establish a single point of referral for complex discharges.</li> <li>• The Choice Policy is a key policy to be relied upon and its use has to be embedded in key provider contracts and audited.</li> <li>• Review the current discharge support to self- funders and enhance the existing service provision.</li> <li>• Continue to respond to the new requirements of the Care Act.</li> <li>• Maintain the existing support to Adult Social Care.</li> </ul>
<p><b>Discharge to an older person’s normal residence should be possible within 24 hours, seven days a week – unless continued hospital treatment is necessary.</b> (Continued approach)</p>	<p>This will be a key priority of the Wiltshire Home First Programme.</p>

<p><b>Older people should only be discharged from hospital with adequate support and with respect for their preferences.</b> (Continued approach)- discharge , early mobilisation and supporting social services</p>	<ul style="list-style-type: none"> <li>• Wiltshire Home First and the system wide approach to discharge to assess to be commissioned.</li> <li>• Integrated Team plus Help to Live at Home support.</li> <li>• Commissioning of the 9 ICT MDTs across Wiltshire (as part of the block commissioning of 70 intermediate care beds).</li> </ul>
	<p>Care Home Selection to support self-funders by identifying appropriate care. (Future of this programme needs to be determined).</p>
<p><b>Providing high quality Intermediate Care services supporting discharge.</b> (Continued approach)- early mobilisation and independence</p>	<p>Phase 1 – retain the 70 ICT beds in the 9 homes identified</p> <p><b>NB – dependent on the roll out of HomeFirst it may be possible to reduce the number of ICT beds, this would need to link with capacity reductions elsewhere across the system.</b></p>

<p><b>Adequate and timely information must be shared between services whenever there is a transfer of care between individuals or services.</b> <i>(New approach)</i></p>	<p>To be inserted into all contracts.</p> <p>Single View of the Customer is being developed so that organisations in Wiltshire have access to appropriate information.</p> <p>Access to TPP community module to be established in demonstrator sites. Need to determine how TPP will be utilised once fully rolled out across Wiltshire?</p>
<p><b>When preparing for discharge, older people and carers should be referred to Social Work Team and/or the Home from Hospital service and offered details of local voluntary sector organisations, other sources of information, practical and emotional support including information on accessing financial support and re-ablement services.</b> <i>(Continued approach)</i></p>	<p>To be inserted into all contracts.</p>
<p><b>Good rehabilitation and re-ablement after acute illness or injury:</b></p>	
<p><b>Shared assessment frameworks across health and social care should lead to a Personalised care plan for each individual, where the individual and their carers are key participants in any decision made.</b> <i>(New approach)</i></p>	<p>This is currently being progressed through the Integrated Demonstrator Sites and Wiltshire Home First – approach to Single Assessment needs to be standardised across Wiltshire.</p> <p>Single View of the Customer will be the opportunity to share information systems to support a shared assessment.</p>



<p><b>Contracting and commissioning of services is done not on the basis of time periods and tasks, but on the outcomes desired for the person.</b> (TBC)</p>	<p>CCG community services procurement will be outcomes based.</p> <p>Wiltshire Council Help to Live at Home contracts are outcomes based.</p> <p>Care home commissioning will be outcome focused.</p> <p>Need to agree how these contracts will be assessed and evaluated to get best value.</p>
<p><b>Prevention –other areas of focus</b></p>	
<p><b>Alternatives should all be fully considered.</b></p> <p><b>Telecare/Assisted Technology options considered and optimised before move to care home.</b> (New and continued)</p>	<p>Telecare commissioned by Wiltshire Council and provided by Medvivo. Opportunities to be explored further. There is a more potential in this area that needs to be explored.</p>
<p><b>Ensure a preventative based approach is taken at all stages of an older person’s pathway.</b> (New approach)</p>	<p>Implement key recommendations from the Older Persons Review.</p> <p>Public Health team linkage with primary care. Implementation of a fracture liaison service at identified acute hospitals, service currently being commissioned at SFT and following proof of concept could be widened to other areas. Signposting, navigation and roll out of the of the Information Portal in partnership with voluntary sector and Healthwatch.</p>

<p><b>Adequate clinical training for care home staff; both registered and non-registered workers learning together on-site as part of an overall quality improvement programme.</b> <i>(Continued approach)</i></p>	<p>Being delivered through the Workforce strategy of the Better Care Plan.</p>
<p><b>Low level prevention services including falls, continence, loneliness etc.</b> <i>(Continued approach)</i></p>	<p>By commissioning services including those provided by NHS and voluntary sector that deliver clearly defined preventive provisions, including self-management.</p> <p>Falls continues to be a big reason for admission- so tackle this in a more proactive way in the community.</p>
<p><b>Frail older people have access to services to prevent falls.</b> <i>(Continued approach)</i></p>	<p>Falls strategy and action plan has been developed – to be implemented.</p> <p>Bones Health Group has been re-established.</p>
<p><b>Choice, control and support towards the end of life:</b></p>	
<p><b>Structured approaches across the system in areas such as the Gold Standards Framework, with advance care plans, advance decisions and adequate choice, control and support towards the end of life.</b> <i>(Continued approach)</i></p>	<p>Use Group SLAs?</p>
<p><b>Tools are used systematically to identify frail older people at the end of their life.</b> <i>(Continued approach)</i></p>	<p>Enhanced service in place.</p>

<p><b>Advance care planning is not seen as a one-off event; communication with patients and families is a continuous process and should be made available to patients with and without mental capacity, fully involving Carers/relatives in best interest decisions.</b></p> <p><i>(Continued approach)</i></p>	<p>Establishment of Treatment Escalation Plans and need to ensure implementation across the system.</p>
<p><b>Equitable access to specialist palliative care services for frail older people.</b></p> <p><i>(Continued approach)</i></p>	<p>Need to recognise that 30 % of all hospital non elective admissions are for patients with a life limiting diagnosis.</p> <p>Need to;</p> <ul style="list-style-type: none"> <li>• Improve identification of patients who have &lt;12 months to live.</li> <li>• Progress implementation of treatment escalation plans across system.</li> <li>• Reshape role of the community end of life team (GWH Community services) ensure they take a more proactive case management approach to patients on an end of life pathway.</li> <li>• Continue commissioning of the 72 hour EOL pathway.</li> <li>• Review and agree future role of hospices in the EOL agenda.</li> </ul>

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