

AGENDA

Meeting: Cabinet
Place: Committee Room No. 3, County Hall, Trowbridge
Date: Tuesday 23 March 2010
Time: 10.30 am

Membership:

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


Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic and Members' Services, County Hall, Trowbridge, direct line 01225 718024 or email yaminarhouati@wiltshire.gov.uk

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

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

Part I

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

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

1 **Apologies**

2 **Minutes of the previous meeting** (*Pages 1 - 12*)

To confirm and sign the minutes of the Cabinet meeting held on 23 February 2010.

3 **Chairman's announcements**

4 **Declarations of Interest**

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

5 **Public participation**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on 19 March 2010. Anyone wishing to ask a question or make a statement should contact the officer named above.

'Ensure local, open, honest decision making*'

6 **Budget Monitoring**

Reports by the Chief Finance Officer

a **Revenue Budget** (*Pages 13 - 22*)

b **Capital Budget** (*Pages 23 - 32*)


7  **Corporate Plan** (*Pages 33 - 60*)

Report by the Service Director, Policy, Research and Communications

8 **Medium Term Financial Plan** (*Pages 61 - 72*)

Report by the Corporate Director, Resources

'Work together to support Wiltshire's Communities*'

9  **Approved Provider Accreditation Scheme - Residential Services for People with Disabilities** (*Pages 73 - 80*)

- Report by the Corporate Director of Community Services
- 10 **Area Boards in Wiltshire - Leaders' Review** (*Pages 81 - 112*)
Joint Report
- 11 **Admissions Arrangements** (*Pages 113 - 162*)
Report by the Corporate Director, Children and Education
- 12 **Corporate Procurement Strategy 2010-2013** (*Pages 163 - 198*)
Report by the Corporate Director, Resources
- 13 **🔑Commissioning of Sure Start Children's Centres** (*Pages 199 - 232*)
Report by Corporate Director, Children and Education
- 14 **🔑Homelessness Strategy** (*Pages 233 - 284*)
Report by Service Director, Housing
'Deliver high quality, low cost, customer focused services'**
- 15 **Housing PFI**
Reports by Service Director, Housing
- a **Housing PFI - Update** (*Pages 285 - 290*)
 - b **Appropriation of Rights - Broad Street, Trowbridge & Paxcroft Mead Hilperton (report to follow)**
- 16 **Planning Enforcement Strategy** (*Pages 291 - 318*)
Report by Service Director, Development Services
- 17 **Anti-Money Laundering Policy** (*Pages 319 - 326*)
Report by Corporate Director, Resources
- 18 **Places of Change Funding for Redevelopment - Damascus House and Emmaus House Hostel, Salisbury** (*Pages 327 - 344*)
Report by the Service Director, Housing
- 19 **🔑South West UK Brussels Office - TUPE Transfer of Staff to Wiltshire Council** (*Pages 345 - 352*)
Report by Service Director, Economy and Enterprise.
- 20 **🔑Municipal Waste Disposal (Landfill Diversion Contract) - PART I** (*Pages 353 - 360*)

Report by Corporate Director, Economic Development, Planning and Housing

21 Urgent Items

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

22 Exclusion of Press and Public

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Numbers 23 and 24 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in the paragraphs identified in each case of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Part II

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

23  Municipal Waste Management (Landfill Diversion Contract) - Part II
(Pages 361 - 406)

To consider the attached confidential report

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

24  Development of the ICT Transformation Programme (Pages 407 - 430)

To consider the attached confidential report

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

(Exempt paragraph 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings)

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


CABINET

MINUTES of a MEETING held at on Tuesday, 23 February 2010.

| | |
|----------------------------|---|
| Cllr Lionel Grundy OBE | Cabinet Member for Children's Services |
| Cllr Keith Humphries | Cabinet Member for Health and Wellbeing |
| Cllr John Noeken | Cabinet Member for Resources |
| Cllr Fleur de Rhe-Philippe | Cabinet Member for Finance, Performance and Risk |
| Cllr Jane Scott OBE | Leader of the Council |
| Cllr T Sturgis | Cabinet Member for Waste, Property and Environment |
| Cllr John Thomson | Deputy Leader and Cabinet Member for Community Services |
| Cllr Dick Tonge | Cabinet Member for Highways and Transport |
| Cllr Stuart Wheeler | Cabinet Member for Leisure, Sport and Culture |

Also in Attendance:

| | |
|----------------------|--|
| Cllr Jemima Milton | Portfolio Holder for Adult Care |
| Cllr Chris Cochrane | Portfolio Holder for ICT, Information Management and Business Transformation |
| Cllr Howard Greenman | Portfolio Holder for Housing |
| Cllr Peter Doyle | |

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

23. Apologies

Any apology for absence was received from Cllr John Brady, Cabinet member for Economic Development, Planning and Housing.

24. Minutes of the previous meeting

The minutes of the last meeting held on 11 February 2010 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 11 February 2010.

25. **Declarations of Interest**

No interests were declared.

26. **Chairman's announcements**

(a) **Withdrawal of agenda items**

The Leader explained that the following items had been withdrawn from this meeting:

Item 13 – Design Review in Wiltshire
Item 15 – Housing Strategy Statement

(b) **Date of May meeting**

The Leader explained that the date of the May Cabinet meeting had been rescheduled from 25 to 24 May. This was to accommodate the Chief Executive and several Cabinet members including herself attending a meeting arranged by Shropshire Council on unitary authorities.

27. **Public participation**

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

There was no public participation.

28. **Budget Monitoring April – December 09**

a. **Revenue Budget Monitoring April – December 09**

Cllr de Rhe-Philipe presented a report on the monitoring of the revenue budget for the period April – December 2009. She explained that the financial pressures previously reported as £1.484 million had now been managed down to £0.956 million of outstanding pressures. Cllr de Rhe Philipe explained that work was ongoing to reduce this with the aim of having a balanced budget by year-end.

The Chief Executive reported that officers would be working towards a solution which would be reported to the next Cabinet meeting in March.

Resolved:

That the report be noted.

Reason for Decision

To make Councillors aware of the Council's budgetary pressures.

b. **Capital Budget Monitoring April – December 09**

Cllr de Rhe-Philipe presented a report on the monitoring of the capital budget for the period April – December 2009. The report also drew Cabinet's attention to various changes to the capital programme and sought approval of additional budget requirements in respect of the second element of the affordable housing bid to fill the funding gap.

It was noted that there was a projected variation of £4.116m against the full year budget for 2009/10

Resolved:

That Cabinet:

- (i) **note the current financial position of the 2009/10 capital budget and**
- (ii) **note the budget changes in sections 1 and 2 of Appendix B and to approve the additional budget requirement as detailed in section 3 of Appendix B of the report presented.**

Reason for Decision

To inform Cabinet of the current financial position of the 2009/10 capital budget and to identify schemes within the programme where expenditure is not progressing as anticipated.

29. **Procurement of New Revenues and Benefits System**

Cllr de Rhe-Philipe presented a report which sought approval to commence a tendering exercise for a new Revenues and Benefits system.

In order to fully integrate the Revenues and Benefits Service following the creation of Wiltshire Council it was necessary to procure and implement a new system. Cllr de Rhe-Philipe commented that it was a high performing service and paid tribute to the staff for maintaining their performance during the transition process to Wiltshire Council. The report presented explained the present situation of having 3 different systems across four hubs and the benefits

of having a single system. Implementing a new system would cost an estimated £1.5m which would be managed through the capital programme. Annual maintenance costs would be in the region of £200,000 and would be offset by efficiency savings.

In response to a query, the Chief Finance Officer undertook to provide Cabinet members with indicative figures on the pay-back period for the proposed system.

Resolved:

That Cabinet:

- (a) approve the commencement of a tendering process for a new Revenues and Benefits system.**
- (b) approve that the award of the contract be delegated to Councillor de Rhe Philippe Cabinet member for Finance, Performance and Risk in liaison with the Chief Finance Officer and Service Director for Legal and Democratic Service**

Reasons for Decision

To enable the procurement process to commence and to enable the contract to be awarded.

30. Performance Update - First Year Plan and Local Agreement for Wiltshire

The Leader presented a report which provided a high level summary of progress against the First Year Plan and performance for the period April to December 2009 for the Local Agreement for Wiltshire.

The report also provided information about the refresh of a small number of Local Area Agreement (LAA) targets for the final year of the LAA. As negotiations usually continued right up to submission of targets, it was usual to delegate authority to the Leader to agree the targets before these were sent to the Government Office South West. Such delegation was therefore sought.

Resolved:

That Cabinet:

- (a) note the progress for the third quarter of 2009/10 as presented and**
- (b) delegate authority to the Leader to agree the small number of targets “refreshed” for the final year of the Local Area Agreement before these are submitted to the Government Office South West.**

Reason for Decision

To keep Cabinet informed about progress against the First Year Plan and the Local Agreement for Wiltshire; and to comply with the national requirement to refresh small number of LAA targets for the final year of the LAA.

31. **Framework Contract for the Provision of Agency Staff**

Cllr Noeken presented a report which sought approval to commence a competitive tender exercise under the European Union 'Restricted Tender' provisions for the future supply of Temporary Agency Staff through a Neutral Vendor Managed Service.

The report explained that the planned use of temporary staff provides the Council with flexibility during a period of transition and transformation. However, in order to provide necessary control and to provide important management information it was necessary to change the current service model.

The Chief Executive reported that in addition to this, the Corporate Leadership Team had agreed measures to control expenditure on agency and consultancy appointments and that such measures would be implemented immediately.

Resolved:

That Cabinet:

- (a) note the report;**
- (b) approve the commencement of the tendering process for the supply of Temporary Agency Staff;**
- (c) delegate authority to the Director of Resources in consultation with Councillor John Noeken, Cabinet member for Resources to agree the final specification and tender evaluation methodology**

Reason for Decision

To enable the procurement process to commence to ensure the new arrangements are in place later this calendar year.

32. **Review of the Pest Control Service**

Cllr Humphries presented a report on the review of the pest control service in order to harmonise the service offered and fees charged across the Council's

area. Details of the way in which the service was provided and the charging structure inherited from the former Wiltshire district councils were presented.

Cabinet's views were sought on four options, namely:

1. extending the current in-house provision (with charging) to the former Salisbury District Council area;
2. contracting out the entire service with the harmonisation of fees across the Council area
3. withdrawing the local authority pest control service completely and
4. operating a mix of service delivery models by contracting out service for the southern area and continue offering free rodent treatments whilst continuing the in-house service for the north, west and east areas.

An alternative fifth option was to provide a subsidy for across the Council's area which would cost approximately £200,000 per annum.

The advantages, disadvantages and financial implications of each option were detailed in the report presented. Any charging policy would include concessions in cases of genuine hardship and would be the subject of review.

Bird feeding was considered a major contributory factor to the increase in the rat population. The Director of Public Health reported that she would be taking this up with the RSPCA and the Wiltshire Wildlife Trust to help with raising awareness of the situation.

In the discussion which ensued, it was noted that treatment of communal areas in the Council's housing stock would be carried out by the Council's in-house team. Registered Social Landlords operated a similar arrangement for the communal areas in their housing stock and also included concessions in cases of genuine hardship in their charging structure.

Resolved:

That Cabinet endorse option one as detailed in the report, retain the in-house service and expand this to cover the Salisbury area with the introduction of consistent fees across the Wiltshire council area with the aim to develop a cost neutral service.

Reason for Decision

By extending the in-house pest control service to cover all former district council areas will deliver a high quality harmonised service at a lower cost compared to the other service delivery options.

33. **Delegation of Services to Town & Parish Councils**

In accordance with Cabinet's request at its meeting on 15 December 2009, Cllr Tonge presented a report which updated Cabinet on the progress to date with the delegation of services to town and parish councils.

A consultation exercise was undertaken in 2008 involving all 255 town and parish councils and included workshops attended by a number of representatives from interested town and parish councils. Details of the outcomes of this consultation as reported to Corporate and Service Directors in April 2009 were presented.

A Senior Manager had been seconded to progress the project and a Project Initiation Document and work programme had been drawn up, details of which were also presented. The programme included working towards operating a pilot scheme in a town or parish council. Town and parish councils had been canvassed for their interest in participating in the pilot scheme.

A discussion ensued on the types of services which could be more appropriately provided at a more local level; this included allotments and street naming. It was accepted that there might be legal reasons why this Council might need to retain management over the entry of street names on the Land and Property Gazetteer. However, it was hoped that elements of this service could be delegated to town and parish councils with a view to them securing agreement with the various interested parties and presenting the results to this Council to update the Gazetteer accordingly. Cllr Tonge undertook to arrange for a report on this matter to be prepared.

Resolved:

- (a) To note the report and approve the work programme to complete the delegation of services to town and parish Councils project.**
- (b) That the possibility of delegating as much of the street naming service as possible to town and parish councils be investigated observing any legal constraints.**

Reason for Decision:

To record that updated information has been provided for Cabinet and to agree the future work programme.

34. **Salisbury Vision Update**

In Cllr Brady's absence, the Leader presented a report which updated Cabinet on the progress of Salisbury Vision since the last report to the Implementation Executive in March 2009.

The report also sought approval of the proposed approach for the delivery of the following three key projects:

- The Market Place
- The Maltings and Central Car Park and
- Churchfields

The Leader read out a letter from Cllr Dalton who in referring to comments made recently by Sir Christopher Benson, sought an assurance that any proposals to redevelop the Market Square would allow for the Charter Market and Charter Fair to continue. The Leader explained that the intention was for the Charter Market to remain in Market Place. As far as the future of the Charter Fair was concerned, this would be discussed by the Salisbury Vision Board, Salisbury City Council and the local Area Board.

Resolved:

That the Cabinet:

- (a) note the progress of Salisbury Vision, especially in relation to the delivery of the Market Place, the Maltings and Central Car Park and Churchfields projects;**
- (b) approve the recommended approach for taking the three key projects forward as set out in Table 1, Table 2 and in section 3.3 of the report presented and.**
- (c) delegate authority to the Director, Economy and Enterprise, in consultation with Cllr Brady, Cabinet Member for Economic Development, Planning and Housing to progress the three key projects as detailed; to be brought back to the Cabinet for key updates and decisions, as required.**

Reasons for Decision

The Implementation Executive meeting on 16 March 2009 requested further detail on the delivery timetable and approach on the three key projects. This report provides an update on progress and seeks the Cabinet's support for the recommended approach including indicative delivery programmes for each project being developed by Salisbury Vision.

To ensure the Cabinet is in full support as we move into the implementation phase.

35. **Design Review in Wiltshire**

This item was withdrawn from this meeting.

36. **Wiltshire Gypsy And Traveller Site Allocations Development Plan Document (DPD)**

Cllr Sturgis presented a report which sought approval for the Gypsy and Traveller Site Allocation Study General Approach Report as the basis for the first stage of public consultation on the Gypsy and Traveller Site Allocations Development Plan Document and for the proposed arrangements for public consultation, details of which were presented.

Resolved:

That Cabinet:

- (a) **approve the Gypsy and Traveller Site Allocation Study General Approach Report as the basis for the first stage of consultation on the Gypsy and Traveller Site Allocations Development Plan Document;**
- (b) **approve the approach to consultation and**
- (c) **authorise the Director for Economy and Enterprise in consultation with Cllr Brady, Cabinet Member for Economic Development, Planning and Housing to make the necessary arrangements for consultation including preparation of documents.**

Reason for Decision:

To ensure that progress continues to be made on preparing an up to date planning policy framework for Wiltshire in line with the Wiltshire Local Development Scheme and statutory requirements.

37. ** Housing Strategy Statement**

This item was withdrawn from this meeting.

38. **New Council House Building Contracts**

In Cllr Brady's absence, the Leader presented a report which sought Cabinet's approval to enter into five build contracts to deliver a total of 65 new affordable homes on Council owned sites.

This was in line with Cabinet's previous decisions dated 15 July and 20 October 2009 to approve the submission of a programme of bids to the Homes and Communities Agency to deliver a total of 64 new affordable homes across 5 sites owned by the Council. It was now possible to deliver an additional unit on the Southview 1 site. All five schemes had now been progressed and were at various stages within the procurement process.

Resolved:

That Cabinet:

- (a) give approval to enter into build contracts for 5 schemes to deliver a total of 65 new affordable homes to be owned and managed by the Council as detailed in Appendix A to the report presented and**
- (b) give delegated approval to the Director of Housing in consultation with Cllr Brady, Cabinet Member for Economic Development, Planning and Housing to sign the build contracts.**

Reasons for Decision:

To enable the Council to enter into contract on all 5 schemes and to be able to deliver completions within the timescales agreed with the Homes and Communities Agency. (Full reasons as detailed in the report presented).

39. Urgent Items

There was no urgent business.

40. Exclusion of the Press and Public

Resolved:

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

41. New Council House Building Contracts

Cabinet received the confidential appendix relating to the item – New Council House Building Contracts (minute no. 38 above refers).

Resolved:

That the appendix be noted.

(Duration of meeting: 5.15pm – 6.40pm)

| |
|---|
| <p>These decisions were published on 25 February 2010 and will come into force on 5 March 2010.</p> |
|---|

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

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WILTSHIRE COUNCIL

CABINET

23 MARCH 2010

Subject: REVENUE BUDGET MONITORING: APRIL 2009 TO JANUARY 2010

Cabinet member: Councillor Fleur de Rhe Philippe – Finance, Performance and Risk

Executive Summary

Overall the Council is forecast to outturn within budget. The budget continues to be closely monitored.

Proposal

The Cabinet is asked to note the report.

Reasons For Proposals

That Members are aware of the Council's budgetary pressures.

MARTIN DONOVAN
Chief Finance Officer

WILTSHIRE COUNCIL

CABINET

23 MARCH 2010

Subject: REVENUE BUDGET MONITORING: APRIL 2009 TO JANUARY 2010

Cabinet member: Councillor Fleur de Rhe Philippe – Finance, Performance and Risk

Purpose of Report

1. To advise Cabinet of the latest position regarding the revenue budget monitoring for 2009-10.

Background

2. Throughout the financial year, budget action plans have been implemented by all departments to ensure their year end position is in line with the budget. The detailed revenue budget monitoring statement is attached in Appendix 1. Overall it is currently forecast that the Council will outturn within budget. The risks associated with this forecast are discussed later in this report.

Department of Transport, Environment and Leisure

3. As per last month, it is forecast that the projected outturn will be in line with the budget. The budget continues to be closely monitored, with specific focus on the cost of winter gritting. Currently it is forecast that this will be managed within budget.

Department of Economic Development, Planning & Housing

4. As per last month, the Department continues to forecast an underspend of £35,000. The budget continues to be closely monitored.

Department of Community Services

5. The department is continuing to take appropriate action to address residual financial pressures of £0.346 million. These are needed to ensure the Department remains within budget.
6. As a result of the demand led nature of the Adult Social Care budgets such as Services for Older People, the department is continuing to keep under review the level of demand it is facing. The current level of known demand is reflected in the budget forecasts. However, there is

evidence, both locally and nationally, to suggest that the demand for services has grown and is growing and as a result, the service continues to face budget pressures, which will potentially continue into the next financial year. In particular, there is evidence of growing demand as a consequence of the current economic climate. Within Adult Care services this is reflected in increasing numbers of self funders becoming eligible for local authority funded services.

Department of Children and Education

7. The department is continuing to take appropriate action to address residual financial pressures of £658,000. As previously reported these are as a result of increased external placements for Looked after Children following increased number of asylum seekers and movements from other local authorities. The department is also having to address increased pressures in other budget areas such as After Care.

Department of Resources

8. The Department continues to forecast to outturn with a slight underspend of £15,000. The budget continues to be closely monitored.

Movement in Reserves

9. The movement of £4.637 million from General Fund is as a consequence of the budget strategy to use reserves to support the 2009-10 budget. The movement of £7.260 million from the Transition Fund relates to the planned one-off costs associated with the move to One Council. A more detailed analysis of the Transition Fund will be included in the Outturn Report to be reported at the end of the financial year.

Main Considerations for the Council

10. To note the current budget monitoring report.

Environmental Impact of the Proposal

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

Equality and Diversity Impact of the Proposal

12. No equality and diversity issues have been identified as arising from this report.

Legal Implications

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

Risk Assessment

14. SAP provides the Council's new financial management system. Consequently it has been necessary to confirm the integrity of SAP's financial reporting. One of the particular areas of focus has been the need to link financial information with other management data to support reliable forecasting of demand led budget within the Department of Community Services and the Department of Children. Work continues to be undertaken in this respect.

Financial Implications

15. Overall the Council is forecast to outturn within budget. However this is dependent upon both the Department of Community Services and the department for Children and Education remaining within budget. The combined financial pressures of these two departments is £1.004 million.
16. A review of all provisions and other combined reserves that have been aggregated from the five former Councils has identified a total of £1 million that was established historically and that are now no longer required. This amount has not been incorporated into any of the financial plans for the 2010-11 budget. It is being held as a corporate contingency to ensure the Council remains within budget.

MARTIN DONOVAN
Chief Finance Officer

Report Author: Martin Donovan

Unpublished documents relied upon in the preparation of this report: NONE
Environmental impact of the recommendations contained in this report: NONE

Appendices :

Appendix 1 – detailed revenue budget monitoring statement.

| | | <i>Approved Budget 2009-10</i> | <i>Profiled Budget at 31-01-2010</i> | <i>Actual Position 31-01-2010</i> | <i>Projected Position for Year</i> | <i>Projected Variation for Year</i> | <i>Variation as % of Approved Budget</i> |
|---|---------------|------------------------------------|--|---------------------------------------|--|---|--|
| | | <i>£m</i> | <i>£m</i> | <i>£m</i> | <i>£m</i> | <i>£m</i> | |
| <u>SUMMARY</u> | | | | | | | |
| Children and Education | Gross | 378.377 | 316.051 | 318.923 | 379.035 | (0.658) | (0.2%) |
| | Income | -324.742 | -61.941 | -104.094 | -324.742 | - | - |
| | Net | 53.635 | 254.110 | 214.829 | 54.293 | (0.658) | (1.2%) |
| Community Services | Gross | 153.223 | 128.705 | 131.203 | 154.122 | (0.899) | (0.6%) |
| | Income | -38.246 | -31.267 | -29.930 | -38.799 | 0.553 | (1.4%) |
| | Net | 114.977 | 97.438 | 101.273 | 115.323 | (0.346) | (0.3%) |
| Transport, Environment & Leisure | Gross | 118.002 | 96.894 | 96.359 | 115.631 | 2.371 | 2.0% |
| | Income | -32.145 | -27.020 | -24.812 | -29.774 | (2.371) | 7.4% |
| | Net | 85.857 | 69.874 | 71.548 | 85.857 | (0.000) | (0.0%) |
| Economic Development, Planning & Housing | Gross | 26.416 | 22.013 | 19.220 | 24.862 | 1.554 | 5.9% |
| | Income | -15.204 | -12.670 | -10.677 | -13.685 | (1.519) | 10.0% |
| | Net | 11.212 | 9.343 | 8.543 | 11.177 | 0.035 | 0.3% |
| Department of Resources | Gross | 188.041 | 160.050 | 148.364 | 187.647 | 0.394 | 0.2% |
| | Income | -129.685 | -107.985 | -11.070 | -129.306 | (0.379) | 0.3% |
| | Net | 58.356 | 52.065 | 137.294 | 58.341 | 0.015 | 0.0% |
| Corporate Headings | | | | | | | |
| Movement To / From Reserves - General Fund | | -4.637 | -3.864 | - | -4.637 | - | - |
| Movement To / From Reserves - Earmarked | | -7.260 | -6.050 | - | -7.260 | - | - |
| Capital Financing | | 20.085 | 16.738 | 5.025 | 20.085 | - | - |
| GRAND TOTAL | | 332.225 | 489.654 | 538.512 | 333.179 | (0.954) | (0.3%) |

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are shown in brackets

Wiltshire Council Revenue Budget Monitoring Statement

31-Jan-10

| | | <i>Approved Budget 2009-10</i> | <i>Profiled Budget at 31-01-2010</i> | <i>Actual Position 31-01-2010</i> | <i>Projected Position for Year</i> | <i>Projected Variation for Year</i> | <i>Variation as % of Approved Budget</i> |
|--|--------------------|------------------------------------|--|---------------------------------------|--|---|--|
| | | <i>£m</i> | <i>£m</i> | <i>£m</i> | <i>£m</i> | <i>£m</i> | |
| DETAIL | | | | | | | |
| Children and Education | | | | | | | |
| Commissioning & Performance | Gross Costs | 250.911 | 209.961 | 214.313 | 250.909 | 0.002 | 0.0% |
| | Income | -250.664 | -0.267 | -82.071 | -250.664 | - | - |
| | Net | 0.247 | 209.694 | 132.242 | 0.245 | 0.002 | 0.6% |
| Children & Families | Gross Costs | 30.469 | 25.400 | 27.825 | 31.046 | (0.577) | (1.9%) |
| | Income | -0.447 | -0.372 | -0.539 | -0.447 | - | - |
| | Net | 30.022 | 25.028 | 27.286 | 30.599 | (0.577) | (1.9%) |
| Targeted Services | Gross Costs | 17.551 | 14.535 | 14.050 | 17.451 | 0.100 | 0.6% |
| | Income | -7.587 | -6.265 | -1.656 | -7.587 | - | - |
| | Net | 9.964 | 8.270 | 12.394 | 9.864 | 0.100 | 1.0% |
| Schools & Learning | Gross Costs | 79.446 | 66.155 | 62.735 | 79.886 | (0.440) | (0.6%) |
| | Income | -66.044 | -55.037 | -19.828 | -66.044 | - | - |
| | Net | 13.402 | 11.118 | 42.907 | 13.842 | (0.440) | (3.3%) |
| Agreed Recovery Actions still to be actioned | Gross Costs | - | - | - | -0.258 | 0.258 | |
| Sub Total | Gross Costs | 378.377 | 316.051 | 318.923 | 379.035 | (0.658) | (0.2%) |
| | Income | -324.742 | -61.941 | -104.094 | -324.742 | - | - |
| | Net | 53.635 | 254.110 | 214.829 | 54.293 | (0.658) | (1.2%) |

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are shown in brackets

All DSG related projections are highlighted *

| | | Approved Budget 2009- 10 £m | Profiled Budget at 31- 01-2010 £m | Actual Position 31-01-2010 £m | Projected Position for Year £m | Projected Variation for Year £m | Variation as % of Approved Budget |
|------------------------------------|--------------------|--------------------------------------|--|-------------------------------------|---|--|--------------------------------------|
| Community Services | | | | | | | |
| Older People | Gross Costs | 45.437 | 36.973 | 38.602 | 46.968 | (1.531) | (3.4%) |
| | Income | -7.902 | -6.275 | -6.472 | -8.399 | 0.497 | (6.3%) |
| | Net | 37.535 | 30.698 | 32.130 | 38.569 | (1.034) | (2.8%) |
| Physical Impairment | Gross Costs | 7.636 | 6.470 | 7.705 | 8.762 | (1.126) | (14.7%) |
| | Income | -1.062 | -0.896 | -0.772 | -0.932 | (0.130) | 12.2% |
| | Net | 6.574 | 5.574 | 6.933 | 7.830 | (1.256) | (19.1%) |
| Learning Disabilities | Gross Costs | 44.151 | 38.195 | 38.161 | 42.514 | 1.637 | 3.7% |
| | Income | -12.892 | -10.944 | -10.165 | -12.855 | (0.037) | 0.3% |
| | Net | 31.259 | 27.251 | 27.996 | 29.659 | 1.600 | 5.1% |
| Mental Health | Gross Costs | 24.376 | 20.430 | 20.841 | 23.984 | 0.392 | 1.6% |
| | Income | -4.000 | -3.278 | -3.416 | -4.150 | 0.150 | (3.8%) |
| | Net | 20.376 | 17.152 | 17.425 | 19.834 | 0.542 | 2.7% |
| Resources Strategy & Commissioning | Gross Costs | 9.359 | 7.788 | 7.655 | 9.854 | (0.495) | (5.3%) |
| | Income | -2.787 | -1.858 | -1.472 | -2.787 | - | - |
| | Net | 6.572 | 5.930 | 6.183 | 7.067 | (0.495) | (7.5%) |
| Supporting People | Gross Costs | 8.285 | 7.416 | 7.205 | 8.285 | - | - |
| | Income | -8.175 | -6.812 | -6.131 | -8.175 | - | - |
| | Net | 0.110 | 0.604 | 1.074 | 0.110 | - | - |
| Libraries Heritage & Arts | Gross Costs | 8.512 | 7.021 | 6.939 | 8.337 | 0.175 | 2.1% |
| | Income | -1.091 | -0.921 | -1.318 | -1.091 | - | - |
| | Net | 7.421 | 6.100 | 5.621 | 7.246 | 0.175 | 2.4% |
| Community Safety | Gross Costs | 1.152 | 0.960 | 0.866 | 1.224 | (0.072) | (6.3%) |
| | Income | -0.284 | -0.237 | -0.001 | -0.357 | 0.073 | (25.7%) |
| | Net | 0.868 | 0.723 | 0.865 | 0.867 | 0.001 | 0.1% |
| Community Leadership & Governance | Gross Costs | 4.315 | 3.452 | 3.229 | 4.194 | 0.121 | 2.8% |
| | Income | -0.053 | -0.046 | -0.183 | -0.053 | - | - |
| | Net | 4.262 | 3.406 | 3.046 | 4.141 | 0.121 | 2.8% |
| Sub Total | Gross Costs | 153.223 | 128.705 | 131.203 | 154.122 | (0.899) | (0.6%) |
| | Income | -38.246 | -31.267 | -29.930 | -38.799 | 0.553 | (1.4%) |
| | Net | 114.977 | 97.438 | 101.273 | 115.323 | (0.346) | (0.3%) |

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are shown in brackets

| | | <i>Approved Budget 2009-10</i> | <i>Profiled Budget at 31-01-2010</i> | <i>Actual Position 31-01-2010</i> | <i>Projected Position for Year</i> | <i>Projected Variation for Year</i> | <i>Variation as % of Approved Budget</i> |
|---|--------------------|--------------------------------|--------------------------------------|-----------------------------------|------------------------------------|-------------------------------------|--|
| | | <i>£m</i> | <i>£m</i> | <i>£m</i> | <i>£m</i> | <i>£m</i> | |
| Transport, Environment & Leisure | | | | | | | |
| Highways | Gross Costs | 17.320 | 14.422 | 14.635 | 17.562 | (0.242) | (1.4%) |
| | Income | -1.133 | -0.944 | -0.884 | -1.061 | (0.072) | 6.4% |
| | Net | 16.187 | 13.478 | 13.751 | 16.501 | (0.314) | (1.9%) |
| Sustainable Transport | Gross Costs | 35.529 | 28.178 | 28.748 | 34.498 | 1.031 | 2.9% |
| | Income | -15.429 | -13.091 | -11.858 | -14.229 | (1.200) | 7.8% |
| | Net | 20.100 | 15.087 | 16.891 | 20.269 | (0.169) | (0.8%) |
| Waste Disposal | Gross Costs | 21.740 | 18.117 | 16.072 | 19.286 | 2.454 | 11.3% |
| | Income | -1.128 | -0.940 | -0.801 | -0.961 | (0.167) | 14.8% |
| | Net | 20.612 | 17.177 | 15.271 | 18.325 | 2.287 | 11.1% |
| Waste Collection & Amenities | Gross Costs | 20.874 | 17.394 | 17.662 | 21.194 | (0.320) | (1.5%) |
| | Income | -7.291 | -6.075 | -5.780 | -6.936 | (0.355) | 4.9% |
| | Net | 13.583 | 11.319 | 11.882 | 14.258 | (0.675) | (5.0%) |
| Leisure | Gross Costs | 10.201 | 8.501 | 8.844 | 10.613 | (0.412) | (4.0%) |
| | Income | -5.001 | -4.167 | -3.950 | -4.740 | (0.261) | 5.2% |
| | Net | 5.200 | 4.334 | 4.894 | 5.873 | (0.673) | (12.9%) |
| Property | Gross Costs | 9.081 | 7.568 | 7.659 | 9.191 | (0.110) | (1.2%) |
| | Income | -2.163 | -1.803 | -1.539 | -1.847 | (0.316) | 14.6% |
| | Net | 6.918 | 5.765 | 6.120 | 7.344 | (0.426) | (6.2%) |
| Management Support Servs & Emerg Plan | Gross Costs | 3.257 | 2.714 | 2.739 | 3.287 | (0.030) | (0.9%) |
| | Income | - | - | - | - | - | |
| | Net | 3.257 | 2.714 | 2.739 | 3.287 | (0.030) | (0.9%) |
| Sub Total | Gross Costs | 118.002 | 96.894 | 96.359 | 115.631 | 2.371 | 2.0% |
| | Income | -32.145 | -27.020 | -24.812 | -29.774 | (2.371) | 7.4% |
| | Net | 85.857 | 69.874 | 71.548 | 85.857 | (0.000) | (0.0%) |

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are shown in brackets

Wiltshire Council Revenue Budget Monitoring Statement

31-Jan-10

| | | <i>Approved Budget 2009-10</i> | <i>Profiled Budget at 31-01-2010</i> | <i>Actual Position 31-01-2010</i> | <i>Projected Position for Year</i> | <i>Projected Variation for Year</i> | <i>Variation as % of Approved Budget</i> |
|---|--------------------|------------------------------------|--|---------------------------------------|--|---|--|
| | | <i>£m</i> | <i>£m</i> | <i>£m</i> | <i>£m</i> | <i>£m</i> | |
| Economic Development, Planning & Housing | | | | | | | |
| Economic Development | Gross Costs | 8.476 | 7.063 | 5.872 | 8.476 | - | - |
| | Income | -5.651 | -4.709 | -3.812 | -5.651 | - | - |
| | Net | 2.825 | 2.354 | 2.060 | 2.825 | - | - |
| Housing Management | Gross Costs | 4.889 | 4.074 | 3.429 | 4.427 | 0.462 | 9.4% |
| | Income | -2.358 | -1.965 | -1.497 | -1.829 | (0.529) | 22.4% |
| | Net | 2.531 | 2.109 | 1.932 | 2.598 | (0.067) | (2.6%) |
| Public Protection | Gross Costs | 5.065 | 4.221 | 3.738 | 4.965 | 0.100 | 2.0% |
| | Income | -1.074 | -0.895 | -0.938 | -1.074 | - | - |
| | Net | 3.991 | 3.326 | 2.800 | 3.891 | 0.100 | 2.5% |
| Development Services | Gross Costs | 7.986 | 6.655 | 6.181 | 6.994 | 0.992 | 12.4% |
| | Income | -6.121 | -5.101 | -4.430 | -5.131 | (0.990) | 16.2% |
| | Net | 1.865 | 1.554 | 1.751 | 1.863 | 0.002 | 0.1% |
| Sub Total | Gross Costs | 26.416 | 22.013 | 19.220 | 24.862 | 1.554 | 5.9% |
| | Income | -15.204 | -12.670 | -10.677 | -13.685 | (1.519) | 10.0% |
| | Net | 11.212 | 9.343 | 8.543 | 11.177 | 0.035 | 0.3% |

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are shown in brackets

| | | Approved Budget 2009-10 | Profiled Budget at 31-01-2010 | Actual Position 31-01-2010 | Projected Position for Year | Projected Variation for Year | Variation as % of Approved Budget |
|-----------------------------------|--------------------|-------------------------|-------------------------------|----------------------------|-----------------------------|------------------------------|-----------------------------------|
| | | £m | £m | £m | £m | £m | |
| Resources | | | | | | | |
| Chief Executive | Gross Costs | 0.590 | 0.468 | 0.669 | 0.568 | 0.022 | 3.7% |
| | Income | -0.013 | - | -0.178 | -0.013 | - | - |
| | Net | 0.577 | 0.468 | 0.491 | 0.555 | 0.022 | 3.8% |
| Policy & Communications | Gross Costs | 3.710 | 3.109 | 2.782 | 3.441 | 0.269 | 7.3% |
| | Income | -1.865 | -1.479 | -0.591 | -1.486 | (0.379) | 20.3% |
| | Net | 1.845 | 1.630 | 2.191 | 1.955 | (0.110) | (6.0%) |
| Transition Fund | Gross Costs | 9.053 | 7.544 | 6.015 | 9.053 | - | - |
| | Income | - | - | - | - | - | - |
| | Net | 9.053 | 7.544 | 6.015 | 9.053 | - | - |
| Corp Director / Central Resources | Gross Costs | 0.278 | 0.232 | 0.037 | 0.278 | - | - |
| | Income | - | - | - | - | - | - |
| | Net | 0.278 | 0.232 | 0.037 | 0.278 | - | - |
| Finance (including Revs & Bens) | Gross Costs | 134.742 | 117.165 | 99.210 | 134.742 | - | - |
| | Income | -122.221 | -102.456 | -4.445 | -122.221 | - | - |
| | Net | 12.522 | 14.709 | 94.765 | 12.522 | - | - |
| HR | Gross Costs | 2.185 | 1.821 | 1.936 | 2.085 | 0.100 | 4.6% |
| | Income | -0.380 | -0.317 | -0.352 | -0.380 | - | - |
| | Net | 1.805 | 1.504 | 1.584 | 1.705 | 0.100 | 5.5% |
| ICT | Gross Costs | 17.113 | 14.260 | 19.288 | 17.113 | - | - |
| | Income | -0.034 | -0.028 | -0.045 | -0.034 | - | - |
| | Net | 17.079 | 14.232 | 19.243 | 17.079 | - | - |
| Corporate Procurement | Gross Costs | 2.879 | 0.901 | 2.655 | 2.951 | (0.072) | (2.5%) |
| | Income | -0.801 | -0.061 | -0.556 | -0.801 | - | - |
| | Net | 2.079 | 0.840 | 2.099 | 2.151 | (0.072) | (3.5%) |
| Legal & Democratic | Gross Costs | 7.630 | 6.329 | 6.486 | 7.530 | 0.100 | 1.3% |
| | Income | -2.239 | -1.866 | -1.638 | -2.239 | - | - |
| | Net | 5.391 | 4.463 | 4.848 | 5.291 | 0.100 | 1.9% |
| Performance & Risk | Gross Costs | 0.426 | 0.355 | 0.483 | 0.366 | 0.060 | 14.1% |
| | Income | - | - | - | - | - | - |
| | Net | 0.426 | 0.355 | 0.483 | 0.366 | 0.060 | 14.1% |
| Shared Services & Customer Care | Gross Costs | 9.131 | 7.610 | 8.554 | 9.216 | (0.085) | (0.9%) |
| | Income | -2.133 | -1.778 | -3.265 | -2.133 | - | - |
| | Net | 6.998 | 5.832 | 5.289 | 7.083 | (0.085) | (1.2%) |
| Business Transformation | Gross Costs | 0.304 | 0.256 | 0.249 | 0.304 | - | - |
| | Income | - | - | - | - | - | - |
| | Net | 0.304 | 0.256 | 0.249 | 0.304 | - | - |
| Sub Total | Gross Costs | 188.041 | 160.050 | 148.364 | 187.647 | 0.394 | 0.2% |
| | Income | -129.685 | -107.985 | -11.070 | -129.306 | (0.379) | 0.3% |
| | Net | 58.356 | 52.065 | 137.294 | 58.341 | 0.015 | 0.0% |

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are shown in brackets

**WILTSHIRE COUNCIL
CABINET**

23 MARCH 2010

**Subject: CAPITAL BUDGET MONITORING: APRIL 2009 TO
JANUARY 2010**

**Cabinet member: Councillor Fleur de Rhe Philippe – Finance,
Performance and Risk**

Executive Summary

The report reflects the position of the Capital Budget as at the end of January 2010.

There is a projected variation of £5.246m against the full year budget for 2009/10.

The report details budget changes which are to be noted by Cabinet.

Proposal

- a.) To note the current financial position of the 2009/10 Capital Budget
- b.) To note the budget changes in section 1 Appendix B.
- c.) To approve the identified underspend in the Major Highway Improvements budget be used for a different purpose and fund the purchase of 4 highway vehicles

Reasons for Proposals

To inform cabinet of the current financial position of the 2009/10 capital budget and to identify schemes within the programme where expenditure is not progressing as anticipated.

MARTIN DONOVAN
Chief Finance Officer

**WILTSHIRE COUNCIL
CABINET**

23 MARCH 2010

**Subject: CAPITAL BUDGET MONITORING: APRIL 2009 TO
JANUARY 2010**

**Cabinet member: Councillor Fleur de Rhe Philippe – Finance,
Performance and Risk**

Purpose of Report

1. To update Cabinet of the position of the Capital Programme after 10 Months (1st April 2009 to 31st January 2010) of the 2009/10 financial year.

Background

2. Since the last Cabinet meeting the budget has been adjusted as follows;

| | £m | Notes |
|---|----------------|--|
| Capital budget (as at 26th January 2010) | 130.185 | |
| <i>Budget amendments;</i> | | |
| Budget adjustments awaiting Cabinet approval in March's meeting (CFO Delegations) | -0.931 | Net budget adjustments as detailed in Appendix B of this report. |
| Capital budget 2009/10 | 129.254 | |

3. It was highlighted to Cabinet on the 26th January 2010 that budget managers had identified an underspend within the Major Highways Improvement budget. Of the £0.948m budget for 2009/10, it had been identified that £0.348m will not be spent. The TEL department has identified 4 highway vehicles (highway gritters/ salt spreading equipment/ patch dressing vehicles) which could be funded from the underspend in the Highways Improvement Budget. As the purchase of the vehicles were not originally approved in the 2009/10 budget setting process and is a change in use of the agreed budget, the TEL department are seeking Member's approval to use the underspend to fund the highway vehicles purchase.
4. Appendix B to the report contains budget adjustments which Cabinet are asked to note (Section 1 and 2).

Summary of Current Position

5. The financial position of the 2009/10 capital budget is summarised below;

| Department | Budget 09/10 £m | Actual Spend as at end of Period 10 £m | Projected Outturn for the year £m | Full Year Projected Variance* £m |
|--|--------------------|---|--|---|
| Children & Education | 67.469 | 42.675 | 67.331 | -0.138 |
| Resources | 14.063 | 10.376 | 14.055 | -0.008 |
| Transport, Environment and Leisure | 33.135 | 21.968 | 30.553 | -2.582 |
| Economic Development, Planning and Housing | 12.959 | 7.953 | 10.441 | -2.518 |
| Community Services | 1.628 | 0.961 | 1.628 | - |
| Total: | 129.254 | 83.933 | 124.008 | -5.246 |

* A negative variance indicates a underspend

6. A breakdown of the position of schemes within the capital programme can be seen in appendix A.
7. The variance on the full year projection is driven mainly by the need for schemes to be reprogrammed. Of the £5.246m projected underspend, £4.889m relates to reprogramming of expenditure; this is reflected in Appendix A. There is a projected underspend on two of the schemes; DOR Initiatives of £0.009m and Major Highway Improvements of £0.348m. This makes up the remaining forecasted year end variance.

8. Various comments on schemes are included below;

Youth Projects

- 8.1 Included within the Youth Projects budget is £0.037m relating to Malmesbury Skatepark. The scheme has been delayed due to planning issues and concerns from local residents in the area. The project is still proceeding but with a delayed timescale. As a result, there will be no financial spend this year and the £0.037m will be slipped into 2010/11. The budget will be reprogrammed in subsequent reports.

Tidworth Castledown

- 8.2 Budget managers have identified that the scheme has experienced delays and as a result not all of the 2009/10 budget will be spend prior to the end of the 2009/10 financial year. Currently it is forecasted that £0.670m of the £1.037m will be spent this financial year. The remaining budget is to be reprogrammed into 2010/11 and will occur in subsequent reports.

Economic Development

- 8.3 The Economic Development budget comprises of various schemes grouped together to form the £2.554m budget. Within the budget £0.156m relates to Five Town initiative; a scheme which covers work at Melksham town centre and the Bradford on Avon Footbridge. The scheme has experienced delays and so requires £0.080m to be reprogrammed into 20010/11. Reprogramming of expenditure will also occur on Salisbury vision scheme (£0.797m), Calne phase 3 scheme (£0.171m) and Housing and Planning – Other schemes (£0.250m). The slippage identified above grouped with slippage on smaller schemes accounts for the year end variance of £1.629m. Budget mangers have identified the funds will be required in 2010/11 and so reprogramming of expenditure will occur in subsequent reports.

Housing revenue Account (HRA)

- 8.4 The budget focuses on the refurbishment and modernisation of the Council's housing stock. The budget manager has identified that the budget is not likely to be fully spent in 2009/10 and is currently predicting a variance of £0.222m. Expenditure between now and the year end is to be determined and once situation is clarified, the scheme will be reprogrammed to move budget slippage into 2010/11.

Environmental Impact of the Proposal

9. Wiltshire Council is preparing for its mandatory inclusion to the Carbon Reduction Commitment (CRC). The CRC is the UK's mandatory climate change and energy saving scheme, due to commence in April 2010. The objectives of the scheme are to improve energy efficiency and reduce carbon dioxide emissions. It's calculated that 79% of the Council's carbon footprint comes from energy use in buildings. Capital schemes therefore have the potential to greatly increase or decrease carbon emissions, for example schemes making council buildings more energy efficient will reduce the Council's carbon footprint. The budget setting process for the 2010-11 is assessing the perceived impact of schemes on the Council's carbon footprint and using this as part of the basis to form a decision on the 2010-11 budget.

Equality and Diversity Impact of the Proposal

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

Risk Assessment

11. The capital budget for 2009/10, as detailed in this report, is approximately £129 million and within this programme there are a number of potential risks from cost overruns or lower than expected levels of capital receipts. Such issues will be highlighted as soon as they establish themselves through the monthly reporting process. Members may wish to bear in mind that the capital programme has been set for three years and therefore risks will be appraised over the whole period (2009/10 through to 2011/12).

Financial Implications

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

Legal Implications

13. There are no legal implications arising from this report.

Main Considerations for the Council

14. a) To note the current financial position of the 2009/10 Capital Budget.
- b) To note the budget changes in section 1 and 2 of Appendix B.
- c) To approve the identified underspend in the Major Highway Improvements budget be used for a different purpose and fund the purchase of 4 highway vehicles.

MARTIN DONOVAN

Chief Finance Officer

Report Author: Lloyd Brown

Unpublished documents relied upon in the preparation of this report: NONE
Environmental impact of the recommendations contained in this report: NONE

APPENDIX A : Sources SAP report

APPENDIX B : Details of net budget adjustments

APPENDIX A



CAPITAL BUDGET MONITORING STATEMENT: APRIL 2009 TO JANUARY 2010

| SCHEME NAME | DEPARTMENT | 2009/10 BUDGET | SCHEME SPEND AT THE END OF PERIOD 10 £ | FORECAST SPEND AT 31/03/10 £ | PROJECTED VARIANCE* £ |
|---|------------------|-------------------|---|---------------------------------|--------------------------|
| Wellington Academy | DCE | 7,413,000 | 5,728,793 | 7,413,000 | 0 |
| Salisbury Academy | DCE | 603,000 | 12,838 | 603,000 | 0 |
| Extended Schools | DCE | 1,502,000 | 485,479 | 1,502,000 | 0 |
| Additional Accommodation | DCE | 3,286,770 | 521,770 | 3,286,770 | 0 |
| Access and Inclusion | DCE | 1,294,000 | 471,026 | 1,294,000 | 0 |
| NDS 07/08 & 09/10 | DCE | 2,752,170 | 2,503,658 | 2,752,170 | 0 |
| NDS Modernisation | DCE | 4,663,010 | 4,208,115 | 4,663,010 | 0 |
| Devolved formula Capital | DCE | 9,898,000 | 8,314,053 | 9,898,000 | 0 |
| DCSF Primary Capital programme | DCE | 892,610 | 431,015 | 892,610 | 0 |
| Melksham Oak School | DCE | 18,580,830 | 13,469,276 | 18,580,830 | 0 |
| DCSF Targeted Capital 14-19 SEN | DCE | 300,000 | 0 | 300,000 | 0 |
| Other DCSF Initiatives | DCE | 270,000 | 267,420 | 270,000 | 0 |
| Targeted Capital Food Technology General | DCE | 135,000 | 11,285 | 135,000 | 0 |
| Targeted Capital School Kitchens General | DCE | 745,000 | 745,427 | 745,427 | 427 |
| Other Projects New Schools | DCE | 2,095,020 | 166,044 | 2,095,020 | 0 |
| Other Schools Projects - Expansions | DCE | 2,485,070 | 997,153 | 2,485,070 | 0 |
| Other Schools Projects - Replacements | DCE | 1,031,380 | 151,576 | 1,031,380 | 0 |
| DCSF Specialist Schools | DCE | 650,000 | 600,000 | 650,000 | 0 |
| DCSF 14-19 Diplomas reforms | DCE | 1,000,000 | 250,580 | 1,000,000 | 0 |
| DCSF Information System Parents & Providers | DCE | 31,000 | 34,930 | 34,930 | 3,930 |
| Sure Start early years | DCE | 7,227,000 | 3,127,515 | 7,227,000 | 0 |
| LPSA PRG (DCE) | DCE | 50,420 | 0 | 50,420 | 0 |
| Aiming High for Disabled Children | DCE | 205,000 | 95 | 100,000 | -105,000 |
| Youth Projects | DCE | 358,700 | 176,861 | 321,750 | -36,950 |
| | SUBTOTAL: | 67,468,980 | 42,674,909 | 67,331,387 | -137,593 |
| BMP/SAP | DOR | 1,452,000 | 0 | 1,452,000 | 0 |
| ICT Hardware | DOR | 751,000 | 725,296 | 751,909 | 909 |
| LPSA PRG (Resources) | DOR | 131,250 | 0 | 131,250 | 0 |
| OWTP | DOR | 11,612,430 | 9,650,289 | 11,612,430 | 0 |
| Area Boards | DOR | 82,200 | 0 | 82,200 | 0 |
| Other DOR Initiatives | DOR | 34,000 | 0 | 25,000 | -9,000 |
| | SUBTOTAL: | 14,062,880 | 10,375,585 | 14,054,789 | -8,091 |

| SCHEME NAME | DEPARTMENT | 2009/10 BUDGET | SCHEME SPEND AT THE END OF PERIOD 10 £ | FORECAST SPEND AT 31/03/10 £ | PROJECTED VARIANCE* £ |
|--|------------------|--------------------|---|---------------------------------|--------------------------|
| LTP – Integrated Transport | TEL | 5,003,000 | 3,164,962 | 4,163,000 | -840,000 |
| Buildings repair & Maintenance | TEL | 3,000,180 | 1,167,459 | 3,000,180 | 0 |
| DDA Works | TEL | 133,000 | 57,056 | 133,000 | 0 |
| LTP – Maintenance of Principal/Non Principal roads | TEL | 12,280,000 | 9,414,425 | 11,710,000 | -570,000 |
| Additional Highway Maintenance | TEL | 1,645,000 | 464,965 | 1,645,000 | 0 |
| Footways | TEL | 250,000 | 137,849 | 250,000 | 0 |
| Land Drainage | TEL | 500,000 | 382,987 | 500,000 | 0 |
| Highways Depot and office strategy | TEL | 2,571,800 | 1,829,555 | 2,086,800 | -485,000 |
| Major Integrated Tr. Improvements | TEL | 620,000 | 585,850 | 620,000 | 0 |
| Major Highway Improvements | TEL | 948,000 | 386,907 | 300,000 | -648,000 |
| Petersfingers Park and Ride | TEL | 2,410,000 | 2,083,587 | 2,410,000 | 0 |
| Waste Vehicles (Purchase) | TEL | 1,938,555 | 1,446,947 | 1,938,555 | 0 |
| Leisure & Amenities | TEL | 835,250 | 230,373 | 795,250 | -40,000 |
| Waste Management | TEL | 673,000 | 358,763 | 673,000 | 0 |
| Smaller TEL Schemes not split out | TEL | 328,000 | 255,872 | 328,000 | 0 |
| | SUBTOTAL: | 33,135,785 | 21,967,557 | 30,552,785 | -2,583,000 |
| Tidworth Castledown | EDPH | 1,037,000 | 463,044 | 670,000 | -367,000 |
| Economic Development | EDPH | 2,554,000 | 846,422 | 925,000 | -1,629,000 |
| Disabled facilities grants Housing | EDPH | 2,650,000 | 1,816,513 | 2,400,000 | -250,000 |
| Corporate other housing grants | EDPH | 1,200,000 | 354,806 | 1,150,000 | -50,000 |
| Strategic Housing | EDPH | 857,000 | 135,779 | 857,000 | 0 |
| New Housing | EDPH | 65,000 | 22,943 | 65,000 | 0 |
| HRA | EDPH | 4,596,000 | 4,313,376 | 4,373,816 | -222,184 |
| | SUBTOTAL: | 12,959,000 | 7,952,883 | 10,440,816 | -2,518,184 |
| Libraries Heritage Arts Minor Capital Works | DCS | 70,000 | 36,255 | 70,000 | 0 |
| Adult Social Care Strategy & Commissioning - Older People | DCS | 1,199,500 | 732,059 | 1,199,500 | 0 |
| Adult Social Care Strategy & Commissioning - Learning Disability | DCS | 210,000 | 83,828 | 210,000 | 0 |
| Resources Other | DCS | 148,000 | 109,292 | 148,000 | 0 |
| | SUBTOTAL: | 1,627,500 | 961,434 | 1,627,500 | 0 |
| | TOTAL: | 129,254,145 | 83,932,368 | 124,007,277 | -5,246,868 |

NOTES:

* A negative variance indicates a underspend

**CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES
WITHIN THE CAPITAL PROGRAMME**

Month:
 Financial Year:

SECTION 1 - DELEGATED CFO POWERS

"Adjustment/addition of scheme in the capital programme which has no effect on the net funding position of the programme i.e. Additional resources available in the form of Grant, Section 106 contributions etc,etc which fund the addition, "

Project Name: New Deals for Schools Modernisation
Budget Change:

| 2009/10 | 2010/11 | 2011/12 |
|---------|---------|---------|
| 71,710 | | |

Funding Source: School Contributions
Description: Budget increased through School contributions

Project Name: Waste Vehicles
Budget Change:

| 2009/10 | 2010/11 | 2011/12 |
|---------|---------|---------|
| 20,555 | | |

Funding Source: Revenue Contribution
Description: Purchase of additional waste vehicle through revenue sources.

Project Name: Area Boards
Budget Change:

| 2009/10 | 2010/11 | 2011/12 |
|---------|---------|---------|
| 82,200 | | |

Funding Source: Grant
Description: Allocation of the Performance Reward Grant (PRG) to Area Boards to distribute for use of a capital nature. The grant was achieved due to Wiltshire's performance under the Local Public Service Agreement (LPSA) with central Government.

Project Name: Youth Projects
Budget Change:

| 2009/10 | 2010/11 | 2011/12 |
|---------|---------|---------|
| 7,700 | | |

Funding Source: Revenue Contribution
Description: Contribution from revenue funds to purchase 11 vehicles for the Youth service.

SECTION 2 - DELEGATED CFO POWERS

"Schemes within the capital programme which require the reprogramming of expenditure between years due to scheme not progressing as originally anticipated or other circumstances"

Project Name: Leisure & Amenities
Budget Change:

| 2009/10 | 2010/11 | 2011/12 |
|---------|---------|---------|
| -99,750 | 99,750 | |

Funding Source: Capital Receipts
Description: A capital grant payable to Pewsey Heritage Centre (commitment made by the ex Kennet District council) is to be delayed to the 2010/11 financial year. The project in which the grant is to be used has been delayed by heritage centre not receiving developer contribution money. This is now agreed and due to be paid in 2010/11 allowing the project to commence. The grant payment is being reprofiled accordingly.

Project Name: Waste Management
Budget Change:

| 2009/10 | 2010/11 | 2011/12 |
|------------|-----------|---------|
| -1,013,000 | 1,013,000 | |

Funding Source: Grant / Revenue Contributions
Description: The decontamination element of the Warminster Household recycling site scheme is planned to occur in 2010/11. The reprogramming of expenditure will bring the budget in line.

| |
|--|
| <p>SECTION 3 - REQUESTS TO CABINET FOR ADDITIONAL RESOURCES</p> <p><i>"Adjustment/addition of scheme to the capital programme which places an additional funding requirement on the programme"</i></p> <p>Project Name:</p> <p>Budget Change: 2009/10 2010/11 2011/12</p> <p>Funding Source:</p> <p>Description:</p> |
|--|

In the exercise of my delegated powers (Section 1 and 2), I hereby authorise the amendments to the Capital Programme summarised above.

CHIEF FINANCE OFFICER: Martin Donovan

SIGNED:

DATE:

WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: REPORT ON THE CORPORATE PLAN 2010-2014

Cabinet member: Councillor Jane Scott, Leader of the Council

Executive summary

This report outlines the Corporate Plan for the council covering the period 2010-14. It includes the nine priorities that were agreed by Cabinet in October 2009. These priorities will provide a focus for the organisation over the next four years. This means resources may be directed or redirected towards their delivery and where appropriate the council will work through partnerships to maximise achievement.

Proposal

That the Cabinet:

1. Review the Corporate Plan and make any amendments prior to Full Council approving the plan on 18 May 2010.
2. Note the next steps to publish and communicate the plan internally and externally and to produce departmental delivery plans

Reason for proposal

1. All high performing organisations have a Corporate Plan or equivalent to direct and focus their work.
2. An ambitious and effective Corporate Plan will focus and galvanise the organisation's resources to deliver its strategic priorities during the next four years.
3. The new Corporate Plan is now ready for final approval by Cabinet and Full Council following consultation and engagement both internally and externally.

Laurie Bell
Service Director - Policy, Research and Communications

WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: REPORT ON THE CORPORATE PLAN 2010-2014

Cabinet member: Councillor Jane Scott, Leader of the Council

Purpose of report

1. This report presents the council's Corporate Plan covering the period 2010-14. The plan has been substantially rewritten since the first draft was considered by Cabinet in October 2009 and it takes account of the comments and feedback received. It also includes the proposed key outcomes for each of the nine priorities.

Background

2. The council is changing and developing rapidly and faces many significant challenges ahead. It will have to manage a wide and diverse range of services with decreasing resources and heightened customer expectations. The core business of the council and the relationship it has with the community and individuals will change radically over the next few years. The council will focus its work on making a positive difference to the lives of people living in Wiltshire, with an emphasis on helping people to live independently with minimum dependency on public services. It is vital that the council plans how it will manage these challenges and produces a Corporate Plan that clearly sets out its vision, goals and priorities for the next four years closely aligned to its Medium Term Financial Plan (MTFP) and its Business Plan that sets out the business it is in.
3. The plan clearly states to our customers, communities and stakeholders what the council is prioritising and why, and where it will be allocating its resources to ensure the priorities are delivered and the goals and vision are realised. It provides a guide for councillors and officers to ensure that all decisions and activities support the effective achievement of the vision, goals and priorities. Our priorities are based on clear evidence of community needs and aspirations determined through robust research and local consultation.
4. The Corporate Plan also reflects the targets set out in the Local Area Agreement (LAA) for Wiltshire, which have been agreed and are being monitored by the Government. The Corporate Plan will be assessed by the Audit Commission as part of Wiltshire Council's Comprehensive Area Assessment (CAA). An effective Corporate Plan aligned to the work of the council will be vital in achieving successful inspection results.
5. This plan will replace the First Year Plan 2009-10. However, the overarching vision and goals remain the same. The vision is to **create stronger and more resilient communities** with three key goals:

- **High quality, low cost, customer focused services**
- **Local, open, honest decision making and,**
- **Work together to support Wiltshire's communities**

The new Corporate Plan

6. The new Corporate Plan has been coordinated by the Policy, Research and Communications Service with support from Corporate Leadership Team and Extended Leadership Team and a working group of senior officers representing all service departments. This has helped to ensure there is full engagement and commitment in the process and the plan. The involvement of councillors and other partner agencies has occurred at various points.
7. The Corporate Plan is attached at Appendix 1. The Plan sets down the vision, goals, priorities, outcomes and actions for the council. It also includes information about the relationship between the MTFP and the Corporate Plan. This version is primarily directed at councillors and senior officers within the council. A short summary will also be produced for communication to the public and partner audiences.
8. In preparing the plan, the working group took account of many influences but particularly the evidence and intelligence about Wiltshire, the financial pressures we are facing, the Local Agreement for Wiltshire (LAW) and the Local Area Agreement (LAA), the corporate programme of projects, political priorities, and the promises made in the original LGR bid to government. Together they provided the framework for drafting the plan and setting out the challenges and priorities facing the council.

The priorities

9. The nine priorities agreed at Cabinet in October 2009 are:
 - Work in partnership to support vulnerable individuals and families
 - Increase opportunities to help young people achieve their potential
 - Local, open, honest decision-making
 - Improve our roads and road safety
 - Support the local economy
 - Meet housing needs
 - Reduce our environmental impact
 - Achieve savings, be more efficient and ensure we deliver value for money
 - Focus on our customers and improve access to our services

The reasons why these priorities have been selected relate to a variety of issues. They include being of particular concern to the community; reflecting key national

socio-economic factors; being required to deliver promises made in the bid to be a unitary council; and finally local political mandates. More information on why the priorities have been selected is included in the Plan.

Outcomes

10. Under each priority a small number of key outcomes have been identified to be achieved over the next four years. More detailed information on actions, timescales, the responsible service director and links to more detailed plans will be included in departmental delivery plans. These are currently in preparation and should be in place by the end of May.

Impact of Corporate Plan

11. The Corporate Plan will have wide ranging implications for the council. It will affect all services and will require a 'can do' culture, inter-departmental working, and more effective partnership working if it is to be delivered successfully. Its impact against the standard report headings include:

- Environmental impact: The importance of the protecting and enhancing the local environment is fully recognised in the plan, with one of the priorities focusing on reducing our environmental impact.
- Equalities impact: The national equalities scheme for local government has been taken into account in the plan.
- Risk assessment: An ineffective Corporate Plan has a number of risks including:
 - A lack of clear focus and direction for the organisation
 - The possibility of conflicting priorities occurring between strategies, political aspirations, and services
 - One council cultural change may be more difficult to achieve
 - Employees not understanding how their role fits into the council's work
 - Potential failure to realise LGR benefits
 - Corporate planning, budget planning, community planning, and performance management cycles not properly linked together
 - A negative CAA area and organisational assessment

Managing risks will be an integral part of departmental delivery plans.

- Financial implications: The corporate plan will have financial implications and strong links have been made to the MTFP to ensure the Plan is realistic and affordable. Funding is being identified in the MTFP specifically to finance the delivery of councillor priorities.
- Legal implications: there is no statutory requirement to produce a corporate plan. However, the Comprehensive Area Assessment and other inspections often use a corporate plan as a key piece of evidence to identify and understand the priorities set by the council.

Conclusions and next steps

12. The new Corporate Plan will be in place for implementation from May 2010. It must be a key driver for action in the council and should set the agenda for focusing its work through partnerships. This will be achieved via business planning and the budget setting process, and underpinned by delivery plans and key supporting strategies and plans. The Corporate Plan will be an influence on the Cabinet's forward plan. Externally, the council is taking the lead through the Wiltshire Assembly, the Public Services Board and the Wiltshire Coordinating Group. Many of the priorities and actions will only be fully achieved via joint work through these partnerships.
13. The Plan is closely linked to a number of other corporate documents and processes:
 - A new business plan for the council
 - The MTFP 2010-2014 and budget proposals for 2010-11.
 - The Local Agreement for Wiltshire (LAW) and Local Area Agreement (LAA)
 - The corporate programme of projects and the work of corporate programme office
 - Comprehensive Area Assessment (CAA)
 - The development of other supporting strategies
14. Communicating the plan internally and externally will be crucial to ensure councillors, staff, partners and the wider community are aware of the priorities and future direction of the council. It should allow for example, staff to understand how their contribution and role is important and fits into the wider picture. If successful a 'golden thread' should be evident linking the Corporate Plan priorities to delivery plans and individual action plans and appraisals. The development of clear outcomes will enable us to know what success will look like, and we will be able to measure performance against these outcomes.

Versions of the plan will be produced for different audiences, including a short summary for communication to the public and partner audiences.

15. A new business plan for the council will be prepared in the next six months. It will be a visionary strategic plan for all council services that will drive the ambition to be the best local authority in the country. It will focus on further efficiencies, more effective ways of working in partnership, systems improvements and service performance improvements as well as the council's influence and standing within Wiltshire, the south west region and nationally.

The plan will set measures for the council's success based on efficiency, performance, how the council works with others and its customer and stakeholder

satisfaction. The level of local people influencing the direction of services and spend will also be a clear measure that the council has changed the way it does things.

16. Delivery plans will also be produced by departments over the next couple of months to support the achievement of the priorities and outcomes in the Corporate Plan. They will build on the strengths of the current planning arrangements and will minimise additional work.
17. The Corporate Plan will be submitted to Full Council on 18 May 2010 for final approval. The plan will then be reviewed and refreshed each year to formally assess progress against the priorities and to ensure its continued relevance.

Laurie Bell
Service Director Policy, Research and Communications

Report authors: Paul Mountford, Matti Raudsepp and Laurie Bell

2 March 2010

Background papers

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

Corporate Plan Working Group notes and discussion papers

Feedback from CLT, ELT, service directors, and partner agencies

Appendices

Appendix 1 Corporate Plan

Wiltshire Council
Where everybody matters

Corporate Plan 2010-2014

Welcome to the 2010-2014 Corporate Plan for the new Wiltshire Council

Aiming to be the best

Creating the new Wiltshire Council has been a huge success and I am delighted that in our first year we have achieved so much. We have delivered over £20 million of efficiency savings which has been reinvested into our key front line services including highways, vulnerable children and adults. We introduced one contact number **0300 456 0100** to help our customers to access us and have their queries dealt with at the first point of contact and we launched a new website which more than one million people have visited to use our on line services.

A big success has been the introduction of eighteen area boards, which have been attended by over 5,000 local residents. So far we have allocated £750,000 to support more than 250 community projects including art clubs, allotments, saving village shops, delivering a dental practice and community speed watch schemes. By 2012 we will have allocated over £5 million to support our local communities. Local people are helping to influence decisions affecting their communities and we need to review and rethink our service delivery to meet local needs.

We can no longer accept that an average performance is good enough. Many of our services can be better, especially given our favourable position in Wiltshire compared to many other parts of the country. And, we can no longer accept that people are resigned to not being heard or not being in control of their lives. The era of providing services 'to' the public and creating dependency is over. We must actively involve people in decision making and service design and support them to live more independent lives. This is a big agenda but I know councillors, staff, partner agencies, and the community can work together on this and make Wiltshire the best county to live in, work in and visit.

Our Corporate Plan sets out where we will prioritise our resources – money and people – in the next four years to deliver improvements in these areas. Our approach is what we *can do* and how together we can make Wiltshire even better.

Jane Scott, Leader Wiltshire Council

The journey ahead – working together

The council is the lead public agency in Wiltshire, but despite its size it cannot work alone in addressing the complex, challenging and changing needs and aspirations of all our communities. The challenge we face is to move from being a unitary council to what a 'unitary plus' council.

Unitary plus is an opportunity to work closely with our partners and make partnership working a way of life. Together we can address rising customer expectations and the pressures forecast for public sector funding. It challenges us to be different and to build on what has been achieved so far, transforming our services and building better relationships with local people. It is a future where public agencies share resources and focus on people's lives and not their individual services. This will push us to the boundaries of what is possible. If we're successful, the benefits will be huge in terms of improved service performance and in developing a meaningful relationship with citizens.

We know we need to make radical changes within our organisation in the way we work and relate to other agencies, citizens and the wider community. Our focus will be on making a positive difference to the people living in Wiltshire, helping them to live fulfilling and independent lives with a minimum dependency on public services.

We will need to transform our services improving performance and reducing costs; change the way decisions are made with an emphasis on fostering localism and trust; and fully engage with our partners to pool resources, share intelligence, and deliver seamless services.

We need to raise our ambitions and aim to achieve performance that exceeds expectations.

We will make Wiltshire Council the best local authority in the UK, aiming to do more with less, and focusing its energies and resources on the things that matter most to its communities.

Andrew Kerr, Chief Executive

Our vision and goals

Our role and purpose

Our activities influence lives either directly or indirectly. The council is the main body influencing the quality of life in Wiltshire and we take that responsibility very seriously.

The role of the council is wide ranging and changes to reflect the pressures and opportunities that emerge for local people and their communities. Many services that we provide are required by law, but we have flexibility to adjust our focus based on the needs of people and communities.

The current economic situation and the pressure on public finances make this a challenging time for Wiltshire and the council. Business as usual is not an option for us. We know that we cannot continue as we are and we have to reduce the cost of our activities. We will have to work differently to avoid impacting on our front line services.

Our vision is to create stronger and more resilient communities

A strong sense of community spirit lies at the heart of our vision. We want to encourage and support local communities to get involved and work with us to strengthen their ability to deal with local challenges. We will work closely with town and parish councils, voluntary groups, local people and other public sector organisations to establish community needs and to help meet those needs in the most effective way.

We want to be more than just a unitary council; we want to be *Unitary Plus*, recognising that our real strength will be in working with others to achieve more.

Our communities give us a sense of well-being and belonging. Strong communities can cope with changing and challenging circumstances and they will often find their own solutions to many of the problems they face. These communities require less intervention from public services which is good for people and it reduces the pressure on increasingly scarce public resources.

Our vision is underpinned by 3 key goals:

Deliver high quality, low cost, customer focused services

We must provide the services Wiltshire actually needs, of the quality our residents actually want, and do this in a cost effective way which represents value for money. We must make our residents and visitors, our customers, the starting point when designing and delivering services. Our focus, for everything we do, must be on the customer to ensure that people are satisfied with what we do.

Ensure local, open, honest decision making

To feel a sense of ownership and belonging, people must be able to contribute directly to the decisions that affect their local area. An open and honest approach is essential if we are to build trust in our communities.

Work together to support Wiltshire's communities

The new council must work with its communities, focussing on their needs and helping them to help themselves. We will work closely with voluntary organisations, business and other public bodies. Working together to support communities and citizens, we can achieve so much more.

What will stronger and more resilient communities look like?

Strong and resilient communities will improve the quality of life for us all and, at the same time, lead to a reduced reliance upon public services.

There are many factors which will contribute to our success. Our vision is of communities:

- that are places where people choose to live and work
- where people take pride in their town or village
- where people from all backgrounds, ages and beliefs feel valued, included, and are treated with respect
- where people volunteer and get together to tackle local concerns
- with many 'social networks' allowing people to be active and involved
- which possess the skills and businesses to generate jobs to meet local employment needs
- which are informed about environmental issues and actively create local solutions
- where children and young people enjoy life and achieve their potential in and out of school
- where people get involved in democratic processes and have a voice in shaping the present and the future of their area
- where people have healthy lifestyles

Our priorities and outcomes for the next four years

Our chosen priorities address the most pressing challenges facing Wiltshire. They respond to our customers and what they have said are important and need more attention.

The financial reality that we face means that we have to work differently. We must look at what we do, ensure we are doing the right things in the right way, avoid duplication, meet people's needs and work in a more business like way to reduce costs.

We have identified the following priorities, as it is acknowledged that resources will not be sufficient to do everything we might want to do in the future.

- **Work in partnership to support vulnerable individuals and families**
- **Increase opportunities to help young people achieve their potential**
- **Local, open, honest decision-making**

- **Improve our roads and road safety**
- **Support the local economy**
- **Meet housing needs**
- **Reduce our environmental impact**
- **Achieve savings, be more efficient and ensure we deliver value for money**
- **Focus on our customers and improve access to our services**

We will review and design our services to reflect these priorities.

Life in Wiltshire today

There are many things that determine what life is like in an area including the economy, the number of houses and their affordability, whether the villages, towns and the countryside are pleasant places to live and visit. National and local surveys tell us what people consider life is like in Wiltshire and how happy they are living here.

The most recent Place Survey (2008) demonstrated that 86.4% of residents are consistently satisfied with Wiltshire as a place to live, comparing favourably with the national figure of 79.7%. Given the challenges we face, we cannot be complacent and must work hard to ensure this remains the case.

In Wiltshire, compared to the national average:

- People are healthier and live longer
- People from different backgrounds get on well together
- More elderly people live here
- Deprivation is generally low
- Crime rates are amongst the very lowest making it one of the safest places to live
- Unemployment rates are consistently low
- The level of qualifications in the working population is relatively high
- The overall effectiveness of secondary schools and sixth forms is good

However, there are challenges:

- Pockets of deprivation exist in some of our market towns and rural areas
- Earnings of people that live and work in Wiltshire are lower than similar areas
- The level of qualifications in the working population varies widely between areas and there are still too many people who lack basic qualifications
- Employment growth in added value employment sectors has been lower than other competitor areas, with a particular loss of manufacturing and public administration jobs
- Many primary schools are only satisfactory and a small number are inadequate
- Primary school exam results for level 4+ at key stage 2 in English and maths is below that for England
- The gap in achievement between the majority of children and those from disadvantaged backgrounds is closing in some areas, but progress is patchy and inconsistent for different groups
- Wiltshire is an expensive place to live, with relatively high house prices
- The quality of private sector housing needs to improve, particularly in bringing empty homes back into use, improving houses in multiple-occupation, and raising the energy efficiency levels of homes

What's Wiltshire like?

Health

Residents in Wiltshire are generally healthier than similar areas elsewhere. For example, over the last decade the number of people dying from heart disease, stroke and cancer have fallen and remain below average. Also, in recent surveys over three quarters of people indicated that their health was generally good or very good. However, health inequalities do exist between areas and different groups. The life expectancy of people living in the most affluent areas of Wiltshire is five years more than the least well off areas. Groups where ill health can be a particular problem include older people, families of military personnel, gypsies and travellers, migrant workers, and families with young children on low incomes.

Most children and young people are healthy but more young children suffer from tooth decay than elsewhere and work is ongoing to address this particular issue. Further joint work is also occurring to tackle issues ranging from child obesity encouraging healthy eating and physical exercise to reducing teenage pregnancy rates.

The growing health needs of older people are recognised with many initiatives being progressed to meet these demands. They include help to prevent falls amongst the elderly and the provision of support to sufferers of dementia and their carers.

Economy

Wiltshire has a strong local economy. However, like most areas the recent economic recession has had an impact on the county and its residents. The downturn has led to people being made redundant, getting into debt and losing their homes, and businesses struggling to obtain credit to invest and remain competitive. The council has been active in helping to address these problems by working with partner organisations through the 'Action for Wiltshire' programme. This provided short term help to reduce the adverse effects of the recession including help and advice lines for small businesses in crisis and residents needing advice on benefits, debt and redundancy; a benefits take-up campaign; and securing £3m from the government's future jobs fund to create 450 additional or temporary jobs for 18-24 year olds.

Whilst this programme continues, the council working with partner organisations is looking at how it can further strengthen the economy in the longer term. The focus will be on supporting existing businesses and enabling sustainable growth in business start-ups and securing new businesses. This will help to address some underlying issues that affect Wiltshire including levels of out-commuting, an over dependence on public sector jobs, and the relatively low income levels of people who live and work here.

A range of other initiatives will also be progressed including the regeneration of Trowbridge, Chippenham, and Salisbury town centres; maximising the benefits from the military presence in Wiltshire; improving broadband connectivity across the county; and addressing skills gaps in the workforce.

Housing

Wiltshire is a popular place to live and there are 198,700 homes in the county. This is set to increase by about 44,000 homes by 2026 under the government's future planning requirements for Wiltshire. House prices are higher than average and this coupled with below average earnings for people who live and work in the county, places considerable pressure on people wishing to live in their local town or village. The provision of new affordable housing is an important issue and like many areas in the south west, the number of new affordable homes being built in Wiltshire has not kept pace with demand. The recent recession has not helped this situation. The council is committed to providing greater numbers of affordable housing and plans to build more affordable

homes are underway. The council has also recently been given government funding to build additional 'council' houses.

The older population in Wiltshire is set to increase by 43% over the next 16 years. This means the future housing requirements of older people need to be carefully considered and a range of alternatives provided. We must reduce our reliance on residential care homes and increase the opportunities and choices available for people to continue to live independently within their communities.

The council directly manages around 5,400 council homes. Most of these homes are in good condition with only a small number failing to meet the National Decent Homes Standard.

Other issues are also being tackled by the council working with its partner agencies. They include preventing homelessness, improving the energy efficiency of homes, meeting the housing needs of military personnel, providing sites for gypsies and travellers, and bringing back empty homes into use.

Environment

The natural environment in Wiltshire makes a very important contribution to our quality of life. However, globally and locally, our demands and our lifestyles are threatening that environment we value so highly and it is clear that we need to drastically reduce the impact that our lives have on the planet.

Climate change is a major challenge for the world and for Wiltshire and the council must demonstrate its commitment to making an immediate and sustained effort in many areas, particularly in reducing harmful greenhouse gas emissions. All large energy-using companies and organisations will be required to participate in carbon trading from 2010 onwards. The council will be assigned a quota of carbon we are allowed to emit and work within that quota or risk having to purchase additional 'credits'. To help us succeed, we have signed up to the 10:10 campaign to cut carbon emissions during 2010/11 and have set ourselves a challenging target of halving our carbon footprint by 2020. We are also responsible for working with other public sector organisations, businesses and communities to reduce CO2 emissions across the county as a whole. As signatories of the Nottingham Declaration on Climate Change we have demonstrated our commitment to tackling climate change - addressing both its causes and its impacts.

One way in which the council and all residents can work together to reduce the threat of climate change is by improving waste services. Household waste sent to landfill produces significant amounts of methane, which has a powerful global warming effect, and valuable recyclable resources are lost in the ground. Our strategy is to greatly reduce the amount of waste we bury in these sites. One way in which we can do this is by recycling more. The council has also embarked on ambitious plans to reduce landfill by sending non-recycled waste for energy production. By 2015, landfill could be reduced to about 25% of waste collected in Wiltshire, making us one of the lowest landfill authorities in the country.

Along with our focus on reducing Wiltshire's emissions and reducing waste, we also have to manage the effects of increasing temperatures and changing weather conditions. These are the unavoidable consequences of climate change. Recent flooding in Cokermonth showed how extreme weather can damage our lives, livelihoods and the infrastructure of an area. We must be prepared and will develop a plan to minimise the effects of such events and manage the aftermath.

As the countryside of Wiltshire changes through the growth and development of our economy and our communities, and the effects of climate change become more influential, looking after our natural wildlife habitats and the biodiversity they support becomes more difficult. It is vital that we work with landowners, farmers, communities and individuals to protect, monitor and restore

habitats to ensure they will be available for future generations to enjoy nature's contribution to the quality of their lives.

Roads

In large rural areas like Wiltshire, with widely dispersed towns and villages, a safe and effective road network is essential. Our county is joined together by a network of over 2,700 miles of public roads which are used by almost all our residents and feature highly in people's thinking. The most important feature of a road network is, of course, safety and this has always been our primary focus. Although the numbers of accidents resulting in fatalities or serious injuries has been falling consistently over the last decade, we will keep working closely with the Police and Highways Agency to ensure that trend continues.

The maintenance of our roads is something which our residents regularly consider needs improving. The overall trend for the roads in Wiltshire in recent years has been one of improvement, and our carriageway conditions compare favourably with many other counties (especially our B class roads and minor roads which are in better overall condition than other shire counties in the South West). We have recently reviewed our system for repairing dangerous potholes and improved the speed of our response. This has been a real challenge considering the additional damage to our carriageways sustained during the freezing conditions during the winters of 2009 and 2010.

We recognise the need to keep improving the standards of maintenance and cleanliness of the roads, and the need to go as far as we can in meeting the expectations of our residents. We also need to ensure that our communities have a say and can influence aspects of our road maintenance programmes so that people in Wiltshire are helping us identify the priorities on the road network.

Along with the safety and physical condition, the cleanliness of our road network is something we must continue to improve and maintain. The general impression residents and visitors have of the local area can be influenced greatly by seemingly simple things such as how clean and tidy a place looks. Relative to other parts of the country, Wiltshire is largely free of litter, however, we recognise that we must aspire to be one of the cleanest places in the country.

Communities

There are many things that influence people's quality of life and it has become clear in recent years that one of the most important is a sense of belonging, being part of a 'community'. People living in places which have a strong sense of community, a healthy community spirit, tend to enjoy a better quality of life and general well-being.

It is also clear that strong social networks with a range of voluntary groups and clubs taking an active role reduces the reliance upon public services. Communities are better placed to look after themselves without needing expensive intervention from public service organisations.

The strong military presence in Wiltshire is a major influence on life in the county and on the council and its partners. There are approximately 15,000 military personnel based in Wiltshire with a further 16,000 dependants. Overall, this amounts to over 6% of the population and has a direct impact on our local communities and on the infrastructure, services and economic activity in the county. We want that impact to continue to be valuable and positive.

There are changes to the existing personnel numbers and locations in Wiltshire including the development of the Super Garrison on Salisbury Plain and the closures of the UK Land Forces HQ in Wilton and RAF Lyneham. We will continue to work jointly with the military community through the Military Civilian Integration (MCI) Programme and other partners to ensure that such initiatives are managed successfully and result in positive outcomes for the county as a whole.

Communities having their say

Recognising that people have become disengaged from their communities and local democracy, in Wiltshire we have encouraged local residents to get involved with community issues through Area Partnerships and Area Boards. This has resulted in real benefits including an increase in the number of residents becoming engaged in voluntary activity and the provision of funding for local community projects. Wiltshire can be proud of the fact that 30% of its residents are regular volunteers against a national average of 23%.

Without doubt, this good work means that there are high levels of satisfaction with Wiltshire as a place to live. However, 70% of residents feel that they are unable to influence local decisions and there remains a general lack of trust and confidence in national and local government. We must rebuild people's confidence in public services by encouraging them to have a greater involvement in the decisions that affect them, influencing services in their local area. By being open and honest we can start to rebuild trust in democracy.

Ensuring that people have a voice in the decisions which affect their lives was at the heart of our move to a unitary council. The cornerstone has been the creation of 18 Community Area Boards across the county, which focus on issues affecting their respective local areas. Collectively, the council will have provided nearly £5.5m by 2012 for Area Boards to invest in projects and activities which improve life in the county. This work has been recognised nationally by the Audit Commission which awarded a 'green flag' to the council and its partners, for the innovative work in involving people in decisions that affect their local communities.

People and families

Wiltshire's population is set to increase by over 40,000 people by 2026. The total population increase of 9.2% will be almost entirely accounted for by our retired population.

As the proportion of older people in the community increases, so does the number of people requiring help and support, either at home or through residential care. In response to this challenge, the council is reviewing and transforming its adult social care services to promote independent living, well-being and choice. This will help people to stay independent in their communities and continue to use mainstream services and give them choice and control over any additional support services they may need. Implicit within this approach is support for those who act as carers for friends or family members, which whilst being valuable to those who benefit from it, also lessens the pressure on public services.

Other groups also benefit from an emphasis on independent living. For example, many adults with learning disabilities require residential care which takes them away from their families and communities. Where possible, we need to support people in these difficult circumstances whose preference may be to live at home.

Independent living can be achieved successfully if all public service providers work closely together. The council therefore needs to maximise its opportunities to work with its key partners such as the NHS, the Voluntary and Community sectors, and the business community, so that support is coordinated, streamlined and focused on meeting the needs of individuals.

Young people

Educational attainment amongst children and young people shows a mixed picture in Wiltshire. In 2009, overall secondary school GCSE results were good and above the England average, with a positive and improving trend over the last five years. However, performance for primary schools in combined English and Maths Level 4+, Key Stage 2 was below the England average with little change evident over the last five years.

Particular groups of children and young people find it more challenging to get the best out of life and achieve the same educational results as others. Children in care, with special educational

needs, in receipt of free school meals, with a disability often need more support to do well. "Narrowing the gap" between the outcomes for these children and other children is a key need.

In the community, the provision of activities for young people is seen as important an area in need of improvement.

The council – fit for the future

The unitary council must be fit for purpose and able to meet the challenges that face our communities.

The recent global financial crisis and high levels of national debt will result in pressures on public service budgets for the foreseeable future. Our grant from central government is one of the lowest in the country and as a result of the recession, our income from fees and charges has also dropped. We intend to keep council tax as low as possible and so we will need to use our resources as efficiently as possible if we are to deliver our priorities and continue to improve quality of life in Wiltshire.

Managing our resources

The Council's Medium Term Financial Plan (MTFP) anticipates resource requirements over the next four years. It forecasts changes and variation in the council's income and expenditure and helps us to plan for the future. It will be updated to take account of changing assumptions, risks and other uncertainties. These can range from new central government policies imposing additional responsibilities on the council to a prolonged recession leading to reduced income and added pressures on services. It is closely linked to the Corporate Plan and reflects how we will resource our priorities over the next four years.

The move to one council has already delivered £8.5m of efficiency savings in its first year and a further 5.8m is anticipated in 2010-11. Having become a single organisation, harmonising and transforming our services and the way we do things is our next challenge. We will produce a business plan that will set out the business the council is in and how it will operate in a more business like way. The plan will align to the MTFP and the Corporate Plan. It will be a visionary strategic plan for all our services that will drive our ambition to be the best local authority in the country. It will focus on further efficiencies, more effective ways of working in partnership, systems improvements and service performance improvements as well as our influence and standing within Wiltshire, the south west region and nationally.

We will measure our success based on our efficiency, performance, how we work with others and our customer and stakeholder satisfaction. The level of local people influencing the direction of our services and spend will also be a clear measure that we changed the way we do things.

We anticipate that we will deliver savings greater than originally estimated in our move to one council. The MTFP indicates that we will deliver savings and efficiencies of £50m by 2014 which will be reinvested to support our priorities.

We have also identified areas where we need to invest in order to save in the future. The focus will be on taking preventative measures which reduce longer term costs, for example, investing relatively small sums to enable elderly people to remain living independently at home rather than needing expensive long-term residential care. Additional investment will also be earmarked to invest in our priorities and will be identified in the MTFP, which demonstrates our commitment towards ensuring that our resources remain aligned to Wiltshire's needs.

The new council will be an efficient, effective and high performing organisation that is fit for purpose and in a position to deliver the priorities and the outcomes described in this plan. We will actively promote strong financial and risk management and maintain a balanced budget, with

sufficient reserves to ensure the financial stability of the council. We intend to achieve all this whilst delivering year on year reductions in the rise of council tax.

One council - one culture

The move to one council brought together five separate organisations with their own individual strengths and weaknesses, their own ways of working and of delivering their services, and their own values and behaviours. To successfully achieve our vision and goals, we are now developing a single culture for the new organisation.

We want to be an organisation that understands its customers and focuses on people's lives, not individual services. All staff and councillors will adopt a 'can-do' attitude in the way the council works and have a commitment to help the customer and community, to help solve a problem even if it is not part of their specific job.

We must approach our work with the enthusiasm and commitment necessary to inspire confidence in our customers that we have their best interests at heart. In short, when we say "everybody matters" we must mean it.

Achieving a cultural shift takes time, focus, energy and the drive of all leaders and managers to make it happen. We consider it important that we demonstrate our values by translating them into behaviours and actions.

The values and behaviours are:

- **Focusing on the customer** – put customers at the heart of what we do, listen to and involve them, be honest about what we can do, be an ambassador for the council.
- **Being inclusive and supporting others** – build trust, be available, be open and listen, allow others to express their views.
- **Creating clarity** – clear direction, focus on what's important and on actions that make a difference, communicate.
- **Leading through change** – provide a positive vision for the future, support and involve people, trust others to deliver.
- **Being decisive** – take ownership for decisions, take the initiative, create 'can-do' attitude.
- **Treating others with respect** – individuals matter and deserve respect, act consistently, be open fair and honest
- **Challenging the norm** – seek ways of doing things differently, encourage innovation, be receptive to new ideas.

Our priorities

Work in partnership to support vulnerable individuals and families

Why is it a priority?

Growth in older people

The number of older people in Wiltshire is set to increase over the coming 16 years by 43%. As people age they often need more help and support to live the lives they want and their chances of developing dementia are significantly increased. We estimate that there are over 7,000 people currently living with dementia in Wiltshire, although approximately 2,000 have formal diagnoses.

Wiltshire Council currently helps approximately 5,000 carers per year by providing information and advice, as well as services such as respite care or by funding other organisations to help carers on the council's behalf. Nevertheless, we know that the council and NHS can work more closely to support carers.

Social care has to change across the country and this will involve the fairer distribution of council funding to people who need social care services; telling people who are entitled to support the value of their funding; and letting them choose how to use their funding to meet their needs. All people who need help and advice will receive it, whether they are responsible for funding their own care or not.

Disabled young people and living with disability

Between the ages of 14 and 25, young people usually have to make important decisions about their education, leaving home, and getting a job. These decisions and changes can be both exciting and challenging. For disabled young people it can be a confusing and complicated time, as they often receive support from a number of different agencies, including health, social care services and education. Planning should start well in advance of leaving school, so that the young person's needs and choices are fully explored.

Wiltshire currently spends around half of its learning disabilities budget on keeping 350 learning-disabled people in care homes. We want to help more people to live in the community where that is their wish. However, it is recognised that there will always be a need for care homes to meet the needs of some people.

Key outcomes we will achieve

Support for older people

- We will work together with the NHS to help older people avoid needing care too soon, and by 2012
 - reduce the amount of avoidable admissions to hospital on the grounds of falls by 10%
 - offer everyone discharged from hospital, who needs it, free support and help to regain their independence and necessary skills to live at home for at least 6 weeks
 - offer everyone discharged from hospital, who can benefit from it, free assistive technology for the first 6 weeks
 - offer specialist support and intermediate care services for people with dementia
 - offer joint early diagnosis and support clinics for people with dementia and their carers
- By 2014 we will help increase the opportunities for people to live independently in extra care settings.

Support for people who care for others

- By 2013 the council will support at least 2,500 more carers. In addition, we estimate that Wiltshire's carer support agencies will take 1000 *new* referrals per year between now and 2013.

Self-directed support

- By 2013 everyone in Wiltshire whom the council funds to live independently in the community will have a personal budget.

Support for learning-disabled adults

- By 2014 all learning-disabled who need adult social care services when they reach adulthood will have a transition plan in place from their 16th birthday.
- By 2013 70% of learning-disabled people of working age will live in the community. This will reduce the proportion of the learning disabilities budget spent keeping people in care homes to 40% (It was 70% in 2007).
- We will help find paid employment for 25 learning-disabled people per year between 2011 and 2013.

Increase opportunities to help young people achieve their potential

Why is it a priority?

The way in which children and young people grow up affects their whole outlook, wellbeing and future life chances. The council has an important role to play in helping all young people to attain their goals and needs to focus its energy in a number of areas where more needs to be done.

The quality of education young people receive is very important and it is recognised there is a need to narrow the educational attainment gap, between children of different backgrounds and between different schools. Children with special educational needs, in care, and in receipt of free school meals, from black and other minority ethnic groups often under-perform in examinations compared to other children. There are also wide variations between schools with some performing extremely well whilst others perform poorly.

Leisure facilities and activities for young people are seen as vital in making somewhere a good place to live. Activities are often cited as needing improvement in local surveys. This provision can help to dispel negative perceptions about young people, especially in respect of anti-social behaviour.

Protecting children from abuse or neglect and supporting parents, carers and families to keep children safe is very important. In some cases of neglect, harm or for other reasons children are either accommodated by the council in agreement with parent / carers or in some instances placed in council care through a court process. The outcomes and life chances for these children can be significantly worse than other children.

Disabled children and young people and their parents/carers want better information provided, improved communications between professionals, to have a real say in the services they receive, more opportunities to make friends out of school and join in activities and to have more short break provision and choice.

Key outcomes we will achieve

In schools

- We will close the attainment gap for pupils in schools through 1:1 tuition, increasing attendance, improving the quality of school facilities and extending the school 'good' and 'outstanding' ratings from Ofsted inspections. By 2011:
 - The achievement gap of those receiving free school meals and the rest of their peer group will be reduced to 24%
 - The gap for pupils who have special educational needs and their peer group be reduced to 51% at age 11 and 43% at age 16.
 - A third of those children in care taking GCSEs will get 5+ A*-C including English and maths
- By 2011 at least 80% of children will achieve Level 4 or above in both English and maths at Key Stage 2, up from 71% in 2009.

Those with disabilities

- We will improve the health, wellbeing and opportunities for children and young people with disabilities, with over 65% of parents of disabled children being satisfied with the level of service y received to support them and their children.

- We will improve access to services and provide more support and choice for families and ask them to shape, and influence future services ensuring a better planned transition into adult life.

Safeguarding children

- Keeping children safe from harm and neglect is everybody's concern. We will improve the safeguarding of children and the lives of children in the care of the council through appropriate referral and assessment, ensuring that every child who is looked after or has a child protection plan has an allocated social worker. We will minimise the chances of preventable child deaths, and ensure that bullying is reduced to below the national average.

Activities for young people

- We will support young people to find positive things to do in their spare time and increase their participation in activities from 73% in 2009 to 82% in 2011.
- We will maximise the opportunities for all to access a range of varied and interesting organised events and activities, using for example the additional activities provided through extended schools and volunteering initiatives. This should lead to reductions in anti-social behaviour.

Local, open, honest decision making

Why is it a priority?

The council must have a positive relationship with local communities so it can be responsive to their needs and aspirations. It should provide opportunities for them to be involved in discussing and shaping decisions that affect their lives.

Over recent years, there has been a loss of trust and confidence in government generally. This can result in people being sceptical about the council and becoming disengaged from the democratic process, either not voting at local elections or not getting involved in any decision making affecting their local communities. In 2008, less than a third of residents felt they could influence decisions affecting their local area. Although this is higher than the national average it needs to be substantially improved.

Local area governance formed one of the key elements of the bid for a unitary council. It was recognised that we needed to strengthen community engagement in local decision making by creating Area Boards. These are now in place and the challenge is to generate greater citizen interest and engagement, and for public services to be organised so that they can respond effectively to community priorities and issues.

Key outcomes we will achieve

- By 2014, 50% of people within communities will feel they can influence decisions affecting their local area, including a greater number of such responses from people who are currently under-represented in the process. At present 30% of residents feel they can influence decisions.
- By 2012, the council will have invested £5.5 million in community led projects and initiatives, determined and prioritised by area boards.
- By 2014, the council will have increased year-on-year funding to the Area Boards who in turn will have increased their influence.

Improve our roads and road safety

Why is it a priority?

An effective road network is vital for Wiltshire, particularly in respect of local economic prosperity, giving access to services, and in linking rural and urban areas to the principal road network.

The condition of Wiltshire's carriageways has been improving in recent years and the standards compare favourably with other shire counties in the south west. However, there is long standing dissatisfaction with the standard of road maintenance and in local surveys, road repairs is the service identified as most in need of improvement and future investment. We recognise that the expectations of residents and our communities are not being met. This position is also reflected in the early experience of Area Boards where analysis of issue logs shows that over half of all the issues raised by residents are concerns about roads and other related matters (120 out of 237 issues raised in the first 6 months of their operation).

The way that we organise and deliver the maintenance of local roads and public open spaces is being changed so that we are able to better meet the needs and the expectations of the community.

While the overall number of road accidents in Wiltshire is low, the proportion of those accidents which result in people being killed or seriously injured remains a concern. The numbers have been declining over the last decade but we need to ensure that this trend continues.

Key outcomes we will achieve

- By 2012 we will reduce the average time to repair a pothole to no more than 10 days, with the most serious potholes being fixed within 24 hours. In 2008 the average time to repair a pothole was over 30 days.
- We will continue to improve on the high standards of cleanliness of our roads by achieving a performance target 7% higher than the National Benchmarks for litter and detritus. This means that by 2014, 96% of our roads will be free or predominantly free of litter and 86% of our roads will be free or predominantly free of detritus against the National Benchmarks of 89% and 79% respectively.
- By 2012 we will have built on our current engagement and communication with Area Boards such that they are able to influence planned maintenance priorities within the work programme for their Areas, whilst ensuring that safety considerations are not compromised.
- The number of road accident fatalities and serious injuries will be targeted for at least a 15% reduction by 2014, compared with the 3 year average up to 2008.

Support the local economy

Why is it a priority?

A strong local economy is essential to providing local jobs, creating wealth and investment, and in helping to enhance people's general health and wellbeing. A prolonged recession can have many negative consequences in terms of levels of unemployment, debt, homelessness and health and can lead to an increasing dependency on state benefits and public services.

Wiltshire has a comparatively strong economy with one of the highest gross domestic household income levels in the southwest, and therefore has not been as adversely affected by the recent recession.

However, there are some areas of economic vulnerability which must be addressed. One way of assessing the economic well-being of an area is Gross Value Added (GVA) which measures the financial output or productivity of each worker. Wiltshire is below the average GVA for England and therefore issues such as the level of out-commuting, the amount of high-value employment, lower business growth and confidence levels, skill gaps in the workforce, and town centre decline must be addressed.

The council has a lead role to play in addressing these and other issues, implementing a range of initiatives which will enable new sustainable growth and investment, diversify our business base creating high skilled job opportunities, and in regenerating our town centres.

Key outcomes we will achieve

- We will retain and support the growth of Wiltshire's top employers through engagement and improving our understanding of their needs, working jointly to support their future skills development and investment.
- We will support business start-ups, expansion and secure inward investment creating 6,000 new jobs and safeguarding 8,000 jobs in Wiltshire's economy by 2014.
- We will secure growth in higher skill/value employment sectors narrowing the gap in output per worker between Wiltshire and the England average (Wiltshire GVA £44,350 England average GVA £48,300). Target sectors will be:
 - Advanced manufacturing
 - Bio-medical
 - ICT
 - Environmental Technologies
 - Food & Drink
 - Tourism
 - Creative Industries
 - Financial/business Services

Meet housing needs

Why is it a priority?

Everyone needs somewhere to live and having a good home is vital to people's health and wellbeing. But there is not enough affordable or high quality housing to meet current and future needs.

The cost of housing in Wiltshire is around 10% higher than average, and at the same time the earnings of people working in the county is below average. This makes affordability a big issue for many people. The recent recession has further worsened the situation with less new housing being built and more people experiencing unemployment and debt problems, which could lead to an increase in home repossessions and homelessness. There are about 10,100 people on the council's waiting list for an affordable home, and this is steadily increasing.

With people living longer, the need for housing support for the elderly will increase significantly over the coming years. However, it is not feasible or desirable to simply provide more and more residential care homes. Instead the challenge is provide alternatives and help people to stay independent and live in their own homes within communities, with the development of extra care housing, supported living accommodation, disabled facilities grants, and the use of telecare products through Careconnect.

The council has a major leading role to play in improving the provision of housing in Wiltshire. This includes planning where new housing development will occur through the Local Development Framework, directly managing 5,400 council homes, preventing homelessness, and securing and allocating affordable rented housing. It is also working with other partners such as housing associations and the Ministry of Defence to develop plans to provide housing for services staff and key workers.

The standard of council housing is good, but the way the service is managed is currently not providing good value for money. It is taking too long to re-let homes and many repairs are not completed on time. To address these concerns the council will be implementing an action plan to significantly improve the service.

Key outcomes we will achieve

- Maximise the delivery of new affordable homes built in Wiltshire to help meet local needs and maximise the use of existing properties in the county. It will achieve 2,400 new affordable homes and return 2,160 empty homes to use between 2010-11 and 2013-14.
- More vulnerable clients will be living independently at home for longer, with the number of Careconnect customers increasing from 3,500 in 2010 to 5,500 by 2014.
- To be one of the best 25% of councils in the Country for housing management services.

Reduce our environmental impact

Why is it a priority?

Awareness of, and concern about, environmental issues has been on the increase for many years. We now understand that aspects of human activity are causing irrevocable damage to the planet, the cost of which is now being felt not just in physical terms but also financial. The council has both ethical and legislative motives for reducing the impact of its activities on the environment, and has a responsibility to encourage and help all businesses, communities and individuals to do their bit.

A recent survey demonstrated that the majority of Wiltshire people are concerned about climate change and they want the council to take the lead on tackling it. This challenge has significant implications for council services and activities, planning future requirements and in addressing the consequences of changing weather patterns.

It is likely Wiltshire will experience more regular severe weather events in the future, including storms, flooding, snow, and heat waves. Measures will need to be put in place to manage and minimise the disruption these events will cause and ensure a quick recovery is made.

Successfully managing the county's waste remains a key challenge for the council. The cost of burying our non-recyclable waste in landfill sites is enormous, both in environmental and financial terms. Neither the environment nor the taxpayer can continue bearing the burden of this cost and therefore a key aim for the council is to dramatically reduce the amount of waste sent to landfill.

Under increasing pressure from the changing climate and from the growth and development of our economy and communities, protecting and enhancing our wildlife habitats and the biodiversity they support will be essential if we are to ensure that they survive for future generations to enjoy.

Key outcomes we will achieve

- We will reduce our carbon emissions by 20% of our 2008/09 baseline by 2013/14. This is a key milestone for our overall target of a 50% reduction by 2020, improving on the National target for that date of 34%.
- By September 2010, we will produce a Local Climate Impacts Profile and undertake a comprehensive risk assessment to understand the consequences of unavoidable climate change across all community areas in Wiltshire. By April 2011, we will produce an Action Plan detailing work we will do to reduce the impacts of, and improve our response to, events such as extreme weather and flooding.
- By 2014 we will have a range of pilot energy efficiency and renewable energy projects with at least one in each of Wiltshire's community areas – from micro-generation to home energy efficiency projects. These will be developed with communities with the aim of sharing and replicating best practice across the county and beyond.
- Last year, 56% of our waste was sent to landfill. By 2014, we will have reduced that figure to 25% making Wiltshire one of the lowest landfill authorities in the country.
- We will aim to deliver over 50% of local sites with recognised value for biodiversity (e.g. County Wildlife Sites, Protected Road Verges and Regionally Important Geological Sites) in positive management by 31/03/2011, compared to the baseline of less than 40% in 31/03/2008, and will aim to maintain it at this level.

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

Why is it a priority?

Managing our resources effectively is essential if we are to cope with the future national public spending cuts.

Achieving savings through joining and transforming services was a key part of becoming a unitary council. The scale of savings required now is much higher, and the organisation must find new and innovative ways of working more efficiently if it is to deliver its priorities. Financial pressures come from a variety of sources, and include anticipated cuts in government grants (down 20% over five years), the recession and reduced income, carbon trading, landfill taxes, pay harmonisation, pensions, and escalating fuel and energy costs.

In addition to managing its resources well, the council also needs to earn the confidence and trust of its communities in order to support the development of its work and provide leadership to its communities. This can be achieved by demonstrating to residents that their council is a successful and high performing organisation and one which consistently achieves standards of service delivery well above the national average. Changing perceptions will be key to improving the relationship between the council and people, and in engaging them in future decision making on how and where their taxes are spent.

Key outcomes we will achieve

- We will drive out waste and increase efficiency across the organisation, whilst maintaining front line services. To achieve this we will:
 - Deliver savings of £50m over the period 2010-11 to 2013-14.
 - Deliver year-on-year reductions in the rise of council tax.
 - Release £50m from our asset portfolio to enable investment in front line service areas.
 - 75% of our services will be in the top two performance quartiles nationally by 2013-14.
 - Deliver 3% in cost reduction from procurement & commissioning each year (£9m p.a.)
 - Deliver 3% in cost reduction from service redesign (including lean) each year (£9m p.a.)

Focus on our customers and improve access to services

Why is it a priority?

Our customers come first and foremost in our thinking and actions.

The demands and expectations of customers continue to rise with the requirement for better services, more choice and options, and easier access. We need to work harder to keep pace with these trends and rising expectations. Less than half of our residents are currently satisfied with our service delivery (47.5%). Although this is better than the national average of 43%, it remains a low figure and one which clearly needs improving.

Customer focus and access to council services formed one of the key elements in creating a new unitary council and we must deliver on those promises made. We still have much to do in transforming services that meet or exceed expectations, maximising choice in communication, capitalising on technology to make it work and adopting a *can do* approach at all times.

Key outcomes we will achieve

- Deliver the Work Place transformation programme to include 4 refurbished hub buildings with state of the art customer access facilities by 2013.
- Enable customers to access the council's top 20 services such as Housing Benefit, Planning, Adult Social Care etc. through scheduled appointments in their own home or business premises.
- Develop the website to be fully transactional for the top 20 services most requested by our customers.
- Through the website enable a customer post code input model to deliver all service information about that post code for the top 20 services.
- Redesign the top 20 services, putting the customer at the centre of everything we do to deliver improved services. Measure customer satisfaction with these services and use this data to continuously improve them.
- Ensure that customer telephone call connection rates of 95%+ are achieved every month in all facilities. Enable direct dial "golden numbers" for our top 20 services so that customers can contact service experts directly.
- Investigate the customer requirement for extended opening hours for services. Identify which services and implement revised times.

**WILTSHIRE COUNCIL
CABINET**

23 MARCH 2010

**Subject: UPDATE ON MEDIUM TERM FINANCIAL PLAN
2011-12 TO 2014-15**

**Cabinet member: Councillor Fleur de Rhe Philipe – Finance,
Performance and Risk**

Executive Summary

The financial years 2011-12 and beyond are likely to be challenging in terms of the finances available to the Council. It is widely accepted that finance settlements for local authorities are likely to becoming increasingly harsh. Having set the budget for 2010-11, the Council is now finalising its plans in terms of how to manage its future resources.

Proposal

That members note the progress being made in terms of finalising the Council's Medium Term Financial Plan.

Reasons For Proposals

That members are aware of the scale of the challenge facing the Council and the plan being developed to successfully address the challenge.

MARTIN DONOVAN
Chief Finance Officer

**WILTSHIRE COUNCIL
CABINET**

23 MARCH 2010

**Subject: UPDATE ON MEDIUM TERM FINANCIAL PLAN
2011-12 TO 2014-15**

**Cabinet member: Councillor Fleur de Rhe Philippe – Finance,
Performance and Risk**

Purpose of Report

1. To update members on progress towards developing the Council's Medium Term Financial Plan (MTFP) for 2011-12 to 2014-15.

Background

2. The Council is developing a Medium Term Financial Plan (MTFP) covering the five-year period up until the financial year 2014-15. As well as according with good practice, this will enable the Council to strategically plan the use of its resources.
3. The financial year 2010-11 is the first year of the plan. Council approved the budget for 2010-11 on 23 February 2010. Work on developing the remaining four years of the MTFP period has commenced.

Context

4. As well as being the first year of the MTFP, the financial year 2010-11 is also the third and final year of the Government's previous Comprehensive Spending Review (CSR07) which was undertaken in 2007. The next Spending Review will cover the period 2011-12 onwards and is due in 2010. However, the detail of the review will probably not be known until after May 2010 when the General Election has been held.
5. Irrespective of the outcome of the general election, in light of the high level of public sector borrowing, it is widely forecast that local government will face increasingly challenging finance settlements over the next few years.
6. The financial model for the five year period 2010-11 through to 2014-15 is show in Appendix 1. A detailed analysis of spending pressures and efficiencies are shown in Appendix 2 and 3 respectively. As explained below work is still being undertaken and assumptions within the financial model along with cost pressures and efficiencies will be

reviewed when the work is complete. The assumptions in the model are shown in Appendix 4.

Medium Term Financial Planning Assumptions

Pay and Inflation

7. The MTFP model assumes an on-going annual pay award of 0.5% and a general inflation rate of 2.5%. This is based on an assumption that public sector pay increases will be restricted in the medium term. Also that general inflation will remain at or around current levels of 2.5%. The model assumes that services will be required to absorb general inflation year-on-year, as part of the Council's efficiency measures. Work is in hand to quantify specific contractual inflation.

Income Levels

8. After taking the increases incorporated in the 2010-11 budget into account, it is assumed that from 2011-12 income levels will increase by around 1.5% per annum.

Central Government Funding

9. The Council receives central government funding in the form of specific grants and general grants. Specific grants tend to be ring-fenced to cover prescribed expenditure e.g. Dedicated Schools Grant. The Council has no discretion on how to spend these monies. General grants come mainly in the forms of Formula Grant and Area Based Grant. These are not ring-fenced and the Council does have discretion with regard to spending decisions.
10. For the purpose of the MTFP model it is assumed that Specific Grants remain at the same level as for the 2010-11 financial year. Any changes would be matched by concomitant changes in prescribed expenditure. In terms of General Grant it is assumed that this will decrease at a level of between 10% and 20% over the four year period between 2011-12 and 2014-15. This equates to annual reductions of between 2.5% and 5%.

Council Tax

11. The average Council Tax increase across Wiltshire for 2010-11 was 2.3%. Thereafter, the Council are committed to minimising Council Tax increases even further. Therefore the MTFP model assumes that from 2011-12 onwards there will be zero Council Tax increases. The only forecast movement is as a result of changes in the Taxbase. The Council will determine Council Tax levels on an annual basis as part of each years budget setting.

Financial Planning Scenarios

12. The MTFP model utilizes two financial planning scenarios. These are summarised in the table below.

| | Council Tax | Government General Grant |
|------------|--|---|
| Scenario 1 | There are no further Council Tax increases from 2011-12 onwards. | General Grant for Government decreases by 2.5% per annum for 2011-12. |
| Scenario 2 | There are no further Council Tax increases from 2011-12 onwards | General grant from Government decreases by 5.0% per annum from 2011-12. |

13. Both scenarios reflect the Council's commitment to further minimising Council Tax increases from 2011-12 towards a zero increase. In terms of the reduction of Central Government grant, the annual reductions are based on forecasts from CIPFA/Solace. Scenario 1 assumes an annual reduction of 2.5% making a total reduction of 10% over four years. Scenario 2 assumes an annual reduction of 5% making a total reduction of 20% over four years. The scenarios will be reviewed once details of the next Comprehensive Spending Review are known.

Spending Pressures

14. The Council has a number of spending pressure areas which in respect of year 1 of the MTFP are reflected in the 2010-11 budget. However work is in hand to determine and quantify the full impact of all known pressures for the full period of the plan. Cost pressures identified to date are shown in Appendix 2. These are subject to further work and analysis.
15. For the purpose of the MTFP spending pressures are classed under three headings:
- Statutory and Legislative Changes
 - Demographics
 - Delivery of the Corporate Plan Objectives

16. Although work is on-going, the key statutory and legislative changes already identified are:
 - a) **Personal Care:** Central Government are currently consulting on the introduction of free personal care commencing in the autumn. The Revenue Budget Report 2010-11 identified this to be a risk area with a revenue consequence of around £3 million.
 - b) **Waste Disposal Landfill Tax:** Disposal costs are set to increase annually by £8 per tonne until 2015-16. £0.7 million per year has been build into the MTFP based on 86,000 tonnes.
 - c) **Local Government Pension Scheme:** The valuation of Wiltshire's Pension Scheme is due for completion in the autumn 2010. Current discussions with the actuarial advisers indicate that the employee contribution could increase by 1% each year from 2011-12. This has been built into the MTFP.
 - d) **Pay Harmonisation:** Following the creation of the new Council, consultation has started on the harmonisation of pay and conditions from the previous five Councils. Until this is complete, the revenue implication is uncertain.
17. Work is in hand to quantify demographic cost pressures e.g. the elderly, children and the vulnerable. To date estimates have been determined in respect of additional learning disability users, and additional demand from Older People, Physically Impaired and Mental Health Service users.
18. Work is also in hand to confirm existing resources that support delivery of the corporate plan, and to identify any additional resources that may be required.

Efficiencies Already Identified

19. A range of efficiencies have already been identified. These are shown in Appendix 3.

Procurement

20. The budget for 2010-11 contains procurement savings of £8.3 million against an original target of £9 million. It is intended that further procurement efficiency targets be set throughout the duration of the MTFP.
21. A procurement plan is now being prepared. The plan will assess spending patterns and ensure the contracts register is fully updated. This will enable challenging but realistic targets to be set. It is acknowledged that year on year procurement efficiencies will

eventually become harder to achieve. Therefore at this stage, annual targets have been tapered up until 2014-15.

Workplace Transformation

22. Following initial investment, savings start being realised from 2012-13. By 2014-15 cumulative savings of £3.0 million will have been realised. These are planned increases to an average annual value of £3.5 million. The £3.0 million cumulative savings are incorporated into the medium term plan.

One Council for Wiltshire

23. The business case for moving to One Council identified the requirement for £18.1 million. By 2010-11 a total of £14.2 million has been secured. The balance of £4.0 million is planned for delivery in 2011-12.

Business Management Programme

24. Overall it has always been estimated that a total of £4.9 million will be realised by 2012-13. These have been incorporated into the MTFP.

Targets for Further Efficiencies and Savings

25. The differential between forecast expenditure and incoming resources presents challenging targets in terms of Savings and Efficiencies. Scenario 1 requires efficiencies of £6.8 million in 2012-12 rising to £26.9 million in 2014-15. Scenario 2 requires efficiencies of £9.9 million in 2011-12 rising to £38.4 million by 2014-15. These efficiency targets exclude the implications of the outcome of the work to identify and quantify the full range of cost pressures.

Areas of Efficiencies Being Developed

26. A number of key pieces of work are in hand to identify means of closing the gap. These are subject to further development and are shown in Appendix 3.

Service Systems Review

27. In recent years, the Council has successfully undertaken FOCUS service reviews within the Department of Community Services to identify efficiencies of £2.7 million. The Council has also explored the use of Lean Systems Thinking to identify and remove waste from the Council's administrative activities.
28. Work is on-going in this area and will accompany a review of the configuration of Council Services. An initial estimate indicates that efficiencies of up to £27 million might be delivered over the four year

period up to 2014-15. However a number of key decisions are needed to enable the Council to progress towards achieving their target. Further analysis is needed in order to confirm the deliverability of this level of savings.

Organisational Development

29. Significant work has commenced in terms of reviewing management structures and organisational structures. It is estimated that up to £9.0 million savings may be available over the four year period up until 2014-15. However further work is in hand to confirm the implications of delivering this target, and to confirm robustness of the estimate.

“Unitary Plus” including Total Place

30. The Council is currently piloting a Total Place project. Work has also already commenced a collaborative working with other agencies such as health, police and the fire brigade. Although financial benefits may not be immediately realised it is anticipated that long term savings of several million are achievable.

Main Considerations for the Council

31. To note progress on developing the Council’s Medium term Financial Plan.

Environmental Impact of the Proposal

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

Equality and Diversity Impact of the Proposal

33. No equality and diversity issues have been identified as arising from this report.

Legal Implications

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

Risk Assessment

35. Significant actions and key decisions will be required to enable the Council to deliver the Medium Term Financial Plan. Any delays would impact upon the Council’s ability to close the funding gap. Currently, a number of key assumptions have been made that need to be confirmed as robust. Notwithstanding this there is still a significant funding gap to be addressed.

Financial Implications

36. The report describes two financial planning scenarios which over the four-year period between 2011-12 and 2014-15 show funding gaps of £6.8 million to £26.9 million and of £9.9 million to £38.4 million respectively. However these funding gaps will increase when work is completed in terms of identifying all cost pressures facing the Council. Actions are now being developed to address these funding gaps.

MARTIN DONOVAN
Chief Finance Officer

Report Author: Martin Donovan

Unpublished documents relied upon in the preparation of this report: NONE
Environmental impact of the recommendations contained in this report: NONE

Appendices :

- Appendix 1 – Medium Term Financial Plan 2010-11 to 2014-15 Draft
- Appendix 2 – Identified Department Spending Pressures
- Appendix 3 – Savings & Efficiencies already identified (and included in the base)
- Appendix 4 – Other Assumptions

APPENDIX 1

Medium Term Financial Plan 2010-11 To 2014-15 DRAFT [10/11 figures as approved on 23/02/10]

| | Forecast | | | | |
|---|--------------|--------------|---------------|---------------|---------------|
| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
| | £m | £m | £m | £m | £m |
| Gross Revenue Expenditure | | | | | |
| Children & Education | 392.3 | 392.3 | 392.3 | 392.3 | 392.3 |
| Community Services | 148.2 | 148.2 | 148.2 | 148.2 | 148.2 |
| Neighbourhood & Planning | 129.0 | 129.0 | 129.0 | 129.0 | 129.0 |
| Public Health & Wellbeing | 6.6 | 6.6 | 6.6 | 6.6 | 6.6 |
| Resources | 166.2 | 166.2 | 166.2 | 166.2 | 166.2 |
| Invest to Save | 3.3 | 3.3 | 3.3 | 3.3 | 3.3 |
| Capital Financing | 26.0 | 23.7 | 26.7 | 24.7 | 27.2 |
| Movement on reserves | 1.9 | 4.0 | 2.0 | 3.0 | 3.0 |
| Headroom | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Spending Pressures | 0.0 | 10.4 | 17.3 | 23.7 | 30.0 |
| Savings & Efficiencies already identified | 0.0 | -5.5 | -7.7 | -9.4 | -10.6 |
| | 873.5 | 878.2 | 883.9 | 887.6 | 895.2 |
| Fees, Charges & Other Income | | | | | |
| Children & Education | 5.8 | 5.9 | 6.0 | 6.1 | 6.2 |
| Community Services | 26.9 | 27.3 | 27.7 | 28.1 | 28.5 |
| Neighbourhood & Planning | 41.1 | 41.7 | 42.3 | 42.9 | 43.5 |
| Public Health & Wellbeing | 1.6 | 1.6 | 1.6 | 1.6 | 1.6 |
| Resources | 12.6 | 12.8 | 13.0 | 13.2 | 13.4 |
| | 88.0 | 89.3 | 90.6 | 91.9 | 93.2 |
| Grants | | | | | |
| Dedicated Schools Grant [DCE] | 255.0 | 255.0 | 255.0 | 255.0 | 255.0 |
| Housing & Council Tax Benefits [DOR] | 97.7 | 97.7 | 97.7 | 97.7 | 97.7 |
| Other Discretionary Grants | 84.3 | 84.3 | 84.3 | 84.3 | 84.3 |
| | 437.0 | 437.0 | 437.0 | 437.0 | 437.0 |
| Net Revenue Expenditure | | | | | |
| Children & Education | 53.0 | 52.9 | 52.8 | 52.7 | 52.6 |
| Community Services | 119.6 | 119.2 | 118.8 | 118.4 | 118.0 |
| Neighbourhood & Planning | 84.2 | 83.6 | 83.0 | 82.4 | 81.8 |
| Public Health & Wellbeing | 4.7 | 4.7 | 4.7 | 4.7 | 4.7 |
| Resources | 55.8 | 55.6 | 55.4 | 55.2 | 55.0 |
| Invest to save | 3.3 | 3.3 | 3.3 | 3.3 | 3.3 |
| Capital Financing | 26.0 | 23.7 | 26.7 | 24.7 | 27.2 |
| Movement on Reserves | 1.9 | 4.0 | 2.0 | 3.0 | 3.0 |
| Headroom | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Spending Pressures | 0.0 | 10.4 | 17.3 | 23.7 | 30.0 |
| Savings & Efficiencies already identified | 0.0 | -5.5 | -7.7 | -9.4 | -10.6 |
| Net Budget Requirement | 348.5 | 351.9 | 356.3 | 358.7 | 365.0 |
| Funding SCENARIO 1 - [Formula grant reduced 2.5% p.a.] | | | | | |
| Formula Grant (RSG and NNDR) | 102.4 | 99.8 | 97.3 | 94.9 | 92.5 |
| Area Based Grant | 26.9 | 26.2 | 25.5 | 24.9 | 24.3 |
| LABGI | 0.6 | 0.5 | 0.0 | 0.0 | 0.0 |
| Council Tax Revenue | 217.8 | 218.6 | 219.5 | 220.4 | 221.3 |
| Collection Fund Surplus/(Deficit) | 0.8 | 0.0 | 0.0 | 0.0 | 0.0 |
| Council Tax Increase | 2.3% | 0.0% | 0.0% | 0.0% | 0.0% |
| Total Resources Scenario 1 | 348.5 | 345.1 | 342.3 | 340.2 | 338.1 |
| Savings & Efficiencies Target | 0.0 | (6.8) | (14.0) | (18.5) | (26.9) |
| Target as a % of Gross Expenditure (exc. Direct grants) | 0.0% | -1.3% | -2.6% | -3.5% | -5.0% |
| Funding SCENARIO 2 - [Formula grant reduced 5% p.a.] | | | | | |
| Formula Grant (RSG and NNDR) | 102.4 | 97.3 | 92.4 | 87.8 | 83.4 |
| Area Based Grant | 26.9 | 25.6 | 24.3 | 23.1 | 21.9 |
| LABGI | 0.6 | 0.5 | 0.0 | 0.0 | 0.0 |
| Council Tax Revenue | 217.8 | 218.6 | 219.5 | 220.4 | 221.3 |
| Collection Fund Surplus/(Deficit) | 0.8 | 0.0 | 0.0 | 0.0 | 0.0 |
| Council Tax Increase | 2.3% | 0.0 | 0.0% | 0.0% | 0.0% |
| Total Resources Scenario 2 | 348.5 | 342.0 | 336.2 | 331.3 | 326.6 |
| Savings & Efficiencies Target | 0.0 | (9.9) | (20.1) | (27.4) | (38.4) |
| Target as a % of Gross Expenditure (exc. Direct grants) | 0.0% | -1.9% | -3.8% | -5.1% | -7.1% |

APPENDIX 2

| <u>Identified Department Spending Pressures Gross</u> | 2010-11 £m | 2011-12 £m | 2012-13 £m | 2013-14 £m | 2014-15 £m |
|---|---------------|---------------|---------------|---------------|---------------|
| Statutory and Legislative | | | | | |
| Pay Award 0.5% | | 0.2 | 0.2 | 0.2 | 0.2 |
| Department for Children & Education | | 0.2 | 0.2 | 0.2 | 0.2 |
| Pay Award 0.5% | | 0.1 | 0.1 | 0.1 | 0.1 |
| Personal Care | | 3.0 | 3.0 | 3.0 | 3.0 |
| Department for Community Services | | 3.1 | 3.1 | 3.1 | 3.1 |
| Waste Contract | | 0.7 | 0.7 | 0.7 | 0.7 |
| Pay Award 0.5% | | 0.2 | 0.2 | 0.2 | 0.1 |
| Department for Neighbourhood & Planning | | 0.90 | 0.9 | 0.9 | 0.8 |
| Human Resources | | 3.9 | 0.6 | | |
| Housing Private Finance Initiative | | 0.2 | 0.2 | 0.2 | 0.2 |
| Pay Award 0.5% | | 0.2 | 0.2 | 0.2 | 0.2 |
| Pensions Increase 1% | | 0.2 | 0.2 | 0.2 | 0.2 |
| Climate Change Carbon Trading | | 0.1 | 0.1 | 0.2 | 0.2 |
| Department of Resources | | 4.6 | 1.3 | 0.8 | 0.8 |
| TOTAL | | 8.8 | 5.5 | 5.0 | 4.9 |
| Demographics (Demand) | | | | | |
| Additional Learning Disability Service Users transferring from DCE. | | 1.1 | 1.1 | 1.1 | 1.1 |
| Additional demand from Older People, Physically Impaired and Mental Health service users from increases in the overall population (Demographic factors) | | 0.3 | 0.3 | 0.3 | 0.3 |
| Department for Community Services | | 1.4 | 1.4 | 1.4 | 1.4 |
| TOTAL | | 1.4 | 1.4 | 1.4 | 1.4 |
| Corporate Priorities | | | | | |
| Workplace Transformation | | 0.2 | | | |
| Department of Resources | | 0.2 | 0.0 | 0.0 | 0.0 |
| TOTAL | | 0.2 | 0.0 | 0.0 | 0.0 |
| TOTAL Identified Spending Pressures | | 10.4 | 6.9 | 6.4 | 6.3 |

APPENDIX 3

| Savings & Efficiencies already identified (and included in the Base) | 2010-11 £m | 2011-12 £m | 2012-13 £m | 2013-14 £m | 2014-15 £m |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1C4W Realised | 14.2 | 18.7 | 18.7 | 18.7 | 18.1 |
| Community Services | 0.0 | 1.3 | | | |
| Neighbourhood & Planning | 2.6 | 3.2 | | | |
| Public Health & Wellbeing | 0.4 | 0.0 | | | |
| Resources | 2.8 | 0.0 | | | |
| 1C4W Savings In Year | 5.8 | 4.5 | 0.0 | 0.0 | 0.0 |
| BMP Realised | 2.3 | 3.0 | 4.9 | 4.9 | 4.9 |
| Children & Education | 0.1 | | | | |
| Community Services | 0.0 | | | | |
| Neighbourhood & Planning | 0.2 | | | | |
| Public Health & Wellbeing | 0.0 | | | | |
| Resources | 1.2 | 0.7 | 1.9 | 0.0 | |
| BMP Savings In Year | 1.5 | 0.7 | 1.9 | 0.0 | 0.0 |
| Procurement Realised | 8.3 | 8.3 | 8.3 | 8.3 | 8.3 |
| Children & Education | 0.3 | | | | |
| Community Services | 5.3 | | | | |
| Neighbourhood & Planning | 2.2 | | | | |
| Public Health & Wellbeing | 0.0 | | | | |
| Resources | 0.5 | | | | |
| Procurement Savings In Year | 8.3 | 0.0 | 0.0 | 0.0 | 0.0 |
| Revenues & Benefits Realised | | 0.3 | 0.5 | 0.5 | 0.5 |
| Resources | | 0.3 | 0.2 | 0.0 | |
| Revenues & Benefits Savings In Year | | 0.3 | 0.2 | 0.0 | 0.0 |
| Workplace Transformation Realised | | | 0.1 | 1.8 | 3.0 |
| Resources | | | 0.1 | 1.7 | 1.2 |
| Workplace Transformation Savings In Year | | | 0.1 | 1.7 | 1.2 |
| Total Savings Realised | 24.8 | 30.3 | 32.5 | 34.2 | 34.8 |
| Total Savings In Year | 15.6 | 5.5 | 2.2 | 1.7 | 1.2 |

Note: Approved savings are as previously identified through corporate programme office

| Savings & Efficiencies (not included in the Base) (Non Approved Programmes) | 2010-11 £m | 2011-12 £m | 2012-13 £m | 2013-14 £m | 2014-15 £m |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Procurement & Commissioning Planned | | 8.5 | 17.0 | 25.5 | 34.0 |
| Procurement & Commissioning Savings in Year | | 8.5 | 8.5 | 8.5 | 8.5 |
| Service Systems Review (lean) Planned | | 9.3 | 18.6 | 27.9 | 27.9 |
| Service Systems Review (lean) Savings in Year | | 9.3 | 9.3 | 9.3 | 0.0 |
| ICT Planned | | 1.0 | 2.0 | 3.0 | 4.0 |
| ICT Savings in Year | | 1.0 | 1.0 | 1.0 | 1.0 |
| HR, OD and L&D Planned | | 4.1 | 6.1 | 6.4 | 9.7 |
| HR, OD and L&D Savings in Year | | 4.1 | 2.0 | 0.3 | 3.3 |
| "Unitary Plus" including Total Place Planned | | 0.7 | 2.9 | 3.9 | 4.9 |
| "Unitary Plus" including Total Place Savings in Year | | 0.7 | 2.2 | 1.0 | 1.0 |
| Total Savings Planned (Non approved programmes) | | 23.6 | 46.6 | 66.7 | 80.5 |
| Total Savings in Year (Non approved programmes) | | 23.6 | 23.0 | 20.1 | 13.8 |
| Total Savings Planned (Approved and Non Approved Programmes) | 24.8 | 53.9 | 79.1 | 100.9 | 115.3 |
| Total Savings in Year (Approved and Non Approved Programmes) | 15.6 | 29.1 | 25.2 | 21.8 | 15.0 |

APPENDIX 4

Other Assumptions

Gross Revenue Expenditure

The 2010/2011 Gross Revenue Expenditure figure has come from the 2010-11 budget report that was approved by Council on the 23/02/10.

Fees, Charges & Other Income

The 2010/2011 Fees, Charges & Other Income figure has come from the 2010-11 budget report that was approved by Council on the 23/02/10. This should reflect any adjustment to account for the recession. An increase of 1.5% has been applied thereafter.

Grants

The 2010/2011 Grants figure has come from the 2010-11 budget report that was approved by Council on the 23/02/10 and should reflect any expected movements in grant. An increase of 0% has been applied thereafter.

Capital Financing

Capital Financing costs have been profiled in line with the borrowing requirement outlined in the 4 year Capital Programme. The decrease in 2011-12 is the removal of the one off impairment charge for the lost investment in Icelandic banks.

| | | | | | |
|--------------------------|--|------|-----|-----|-----|
| Capital Financing | | -2.3 | 3.0 | 1.0 | 2.5 |
|--------------------------|--|------|-----|-----|-----|

Movement On Reserves

Figures have been entered to follow budget strategy of maintaining general fund reserve of at least £15 m.

| | | | | | |
|-----------------------------|--|-----|------|------|--|
| Movement on Reserves | | 2.1 | -2.0 | -2.0 | |
|-----------------------------|--|-----|------|------|--|

Funding Scenarios

Formula Grant (Revenue Support Grant and NNDR) and Area Based Grant

Formula Grant and Area Based Grant have been included at the confirmed amounts for 2010-11.

For scenario 1 government funding has been reduced by 2.5% per annum, in scenario 2 funding has been reduced by 5% per annum.

Council Tax

In the first year plan Wiltshire Council agreed to keep council tax under 4%, Council approved an average Council tax increase of 2.3% for 10/11 on the 23/02/10.

Council Tax was equalised in 10/11 as follows:

| | 2009-10 | 2010-11 | Increase % |
|---------------------------------------|-----------|-----------|------------|
| Salisbury, North Wiltshire and Kennet | £1,192.61 | £1,222.43 | 2.50% |
| West Wiltshire | £1,200.88 | £1,222.43 | 1.79% |
| Wiltshire Average | £1,194.84 | £1,222.43 | 2.31% |

Scenario 1 & 2 - Council Tax Increase 0% Per Annum

The tax base has been set for 2010/11 at 178,139.4 and there after we have assumed a 0.4% increase in tax base. Implicit in this is the assumption of a 99.5% collection rate. No Collection fund movements are assumed.

| | 2010-11 | 2011-12 | 2012-13 | 2012-14 | 2014-15 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| Tax-base | 178,139.40 | 178,851.96 | 179,567.37 | 180,285.63 | 181,006.78 |
| Average % Increase | 0.6% | 0.4% | 0.4% | 0.4% | 0.4% |
| Band D Tax | £1,222.43 | £1,222.43 | £1,222.43 | £1,222.43 | £1,222.43 |
| Average % Increase Against Previous Band D | 2.31% | 0.00% | 0.00% | 0.00% | 0.00% |
| Council Tax Revenue | £217,762,947 | £218,633,999 | £219,508,535 | £220,386,569 | £221,268,115 |
| A 1% rise in council tax equates to the following | £2,177,629 | £2,186,340 | £2,195,085 | £2,203,866 | £2,212,681 |

WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: APPROVED PROVIDER ACCREDITATION SCHEME - RESIDENTIAL SERVICES FOR PEOPLE WITH A LEARNING DISABILITY

Cabinet member: Councillor John Thomson – Community Services

Executive Summary

1. In April 2009 the Implementation Executive approved the development of a care and support framework to select providers with a proven track record of supporting people with complex needs and learning disabilities in the community. The intention was to promote independence for individuals and continue the Council's plan to reduce the traditional reliance on registered residential care home placements.
2. The Support Framework, referred to above has been established and will have an increasing impact upon the existing residential care home market as people who have the potential to leave residential care will continue to move on and the number of new residential placements being made is reducing.
3. As the above trend continues, the council will, over time, purchase fewer residential care home placements, however, there will be a requirement for a 'core' supply of residential care provision within Wiltshire for those individuals for whom alternative community based options will not meet their needs. Commissioners estimate that the council will need to continue to purchase approximately 250-300 residential care placements in the long term.
4. Currently, the existing residential care home placements are contracted under individual and distinct Residential Care framework Agreements. There is one for each of the 43 residential care providers that supplies placements within Wiltshire. These agreements are due to expire during 2010.
5. The value of the Residential Framework arrangements for 2009 - 2010 is £11,600,000. Placement costs are calculated and agreed on an individual basis, according to the needs of the service user.
6. In proposing to Members the preferred option to contract for this ongoing residential care provision, this paper seeks approval to undertake a process that will help to ensure that Wiltshire has a vibrant, cost effective and high quality residential care home sector for people with learning disabilities.

Proposal

1. That Cabinet establish a Residential Care 'Accredited Provider Scheme' to which existing Wiltshire-based 'residential care' providers will be encouraged to apply. This Scheme to replace the existing 'Residential Framework'.
2. That in order to allow for the required timeframe to undertake and establish the Accreditation Scheme, an Exemption¹ be granted with regard to the existing Residential Framework Agreements. This exemption is to allow the extension of current agreements until 31st March 2011.
3. That delegated authority be given to the Head of Commissioning (Learning Disabilities) in ensuring the delivery of this proposal.

Reason for Proposal

1. Although the Council's focus is on developing the 'supported living' model of service provision, it is necessary to ensure that a range of high quality, good value residential care provision is available for those people who need that level of care. Through the Accredited Provider Scheme the Council will look stabilise the local market and to draw into the county some specialist providers that we currently lack. For example for people with autism and complex needs, many of whom currently are placed in out of county placements.
2. The 'Accreditation Scheme' will help to maintain a diverse range of residential care Providers who offer sustainable, responsive, quality services for the identified 'core' group of individuals identified above. The Scheme will, therefore, ensure the current and future availability of residential care services in an unstable and reducing market.
3. The Scheme will allow the Council to manage more effectively the fluctuations within the residential care market.

Sue Redmond
Director of Community Services

¹ 'Exemptions' are the formal process by which existing contracts may be extended (within the terms of the Council's Contract Regulations, 2009)

WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: APPROVED PROVIDER ACCREDITATION SCHEME
RELATING TO RESIDENTIAL SERVICES FOR PEOPLE
WITH A LEARNING DISABILITY

Cabinet member: Councillor John Thomson – Community Services

Purpose of Report

1. The purpose of this paper is to seek Members approval to:
 - Develop, undertake and implement an ‘Accredited Provider Scheme’ with Providers of residential care (for implementation in April 2011). This Scheme will replace the existing ‘Residential Framework’ Agreements.
 - To allow for the completion of the above, to formally extend (via ‘Exemption’) all existing Residential Care Framework Agreements with Wiltshire providers (until 31st March 2011)
 - Continue to use the ‘South West Fair Pricing Tool’ (FPT) as a method for ensuring appropriate individual placement costs and value for money.

Background

2. Since 2006 Learning Disability Residential Care home services in Wiltshire have been purchased under Residential Framework Agreements. The benefit of having the Residential Framework Agreements in place is twofold: It clearly provides a contractual commitment from the Provider, whilst also requiring them to accept the use of the FPT as a method for negotiating placement fees.
3. Each Residential Framework Agreement has its own particular commencement date and was set at a standard term of 4 years. This means that the majority of the Frameworks will expire in 2010 (but a number signed up after this date and will not expire until 2011. This needs to be rectified by extending / reducing the contract terms so that all end-dates coincide.
4. With Cabinet approval, no competitive tendering exercise was adopted when creating these existing Residential Frameworks in 2006. The priority was to create a ‘formalised’ process that secured existing Providers of Wiltshire-based services to a set of terms and conditions (including a cost negotiation process), as historically all residential services had been ‘Spot’ purchased.

5. There is a clear strategic move from traditional residential care-based services to 'supported living' arrangements. Therefore, year-on-year the Council will be reducing the number of people being placed within residential care services.
6. The Council has recently tendered for 'supported living' services ('Support Framework') and now have Support Framework Agreements in place with 9 Service Providers. Although residential care provision will continue to be required for identified service users, it is recognised that the national and local policy agenda is to support - where appropriate - individuals take up 'supported living' (or alternative independent living options). This will result in improved outcomes for the individuals' as well achieving medium/ long term financial savings for the Council.
7. The use of the FPT has helped reduce the costs of individual, expensive placements, providing a clear benchmark of what the Council should expect to pay for an agreed residential care service.

Main Considerations for the Council

8. In accordance with national policy and the local 'Learning Disability Commissioning Intentions' document, the Council is committed to ensuring individuals with a learning disability have the opportunity to maximise personal outcomes. The availability of 'supported living' services is a key component in promoting increased independence for the individual.
9. However, it is recognised that the process of supporting individual service users to move out of residential care requires significant planning, preparation and implementation time. Furthermore, for a number of individual service users, residential care will remain the only appropriate option for the provision of care. Residential care remains, therefore, a key component within the service 'types' available to service users within Wiltshire.
10. The movement of individual service users from residential care to supported living options will potentially place some residential service providers at financial risk. Where an individual service user vacates a placement at a residential care home, there can be no assumption that this 'void' will be purchased by the council. Such a circumstance will present some providers with concerns over economic viability and sustainability: A concern to the Council, if there are other existing Wiltshire-funded placements within the identified home.
11. Therefore, Wiltshire Council would not be able to 'guarantee' a level of business to Providers under a contract, as new placements into residential care will be reducing. As the council will not be in a position to guarantee some level of business, there would be no benefit in competitively tendering these services. Providers themselves would not want to be committed to providing a guaranteed service on a 'just in case' basis,

unless the Council agreed to purchase residential care home beds on a 'block' basis. This would not make good economic sense to Wiltshire Council, as the Council would be potentially paying for a service that may never be utilised.

Environmental Impact of the Proposal

12. None identified

Equalities Impact of the Proposal

13. An Equality Impact Assessment will be undertaken as part of the project development

Risk Assessment

14. The key risk with regards to this project relates to the possibility that the existing residential care Provider base is destabilised. Members will understand that these risks will be reduced by the introduction of the proposed Accreditation Scheme.
15. A robust risk assessment will be completed and agreed by commissioners prior to the undertaking of the proposed exercise to create and establish an 'Accredited Provider Scheme'.

Financial Implications

16. Existing residential services are to be maintained, and therefore, costs will be managed on an individual basis (in line with departments commissioning and procurement savings intentions).
17. During subsequent years, the number of Service Users within residential care will decrease, as individuals' take-up 'supported living' service options. Over time it is understood this will provide better outcomes for the individual service user and provide the Council with reduced individual costs.
18. Any new individual services would be purchased via the DCS Resource Specialists who will be instructed to limit their search for residential beds to those providers who have been formally accredited via this scheme. This will ensure a consistent service approach using the FPT as a method of establishing value for money.
19. Currently Providers fees are benchmarked against the 'South West Fair Pricing Tool' (FPT). The terms of the current 'Residential Framework' Agreement for all Learning Disability residential care home placements clearly states that Providers fees will be challenged where they charge costs that are in excess of this tool. The proposed Accreditation Scheme

would ensure that residential care home Providers continued to accept this tool as a basis for fee negotiation.

20. The process itself will not incur costs other than the internal staffing resources necessary to set up the process.

Legal Implications

21. The establishment of a new 'Accreditation Scheme' will be undertaken in an open and transparent manner, ensuring compliance with the Council Contract Regulations.

Options Considered

22. The options considered are:

Option 1: Extend the existing Residential Framework beyond April 2011:

Any intention to establish a Residential Framework on a long-term basis would require the undertaking of competitive tender exercise. Such an Agreement would usually be limited to a specific range of providers. This would not be appropriate in this instance, where the intention is to support the management of the overall Wiltshire marketplace.

Option 2: Spot Quotation / Individual Placement Tender process (without using an 'Accredited Provider Scheme'):

If the council did not establish an over-arching agreement, the Council would have limited ability to influence the quality and service outcomes of local services. In addition there would be less influence with regard to negotiating individual placement costs.

Option 3: Spot Quotation / Individual Placement process using an Accredited Provider Scheme:

This option describes the 'Accreditation Scheme' proposed within this paper. The Council would develop a formal Accreditation process that all Providers undertaking business with the Council would be expected to achieve. It would involve a 'tender style' process where the Providers would have to provide key business, service and cost information in relation to their services. This information would then be assessed and marked against key pre-determined criteria. Providers would be expected to pass the minimum requirements to be 'accredited'. It would allow the Council to add / remove providers as appropriate, under the agreed protocols in place whilst still maintaining some of the flexibility of option 2. It would also be a way of ensuring all of the Council's existing residential care home services undergo some form of regular monitoring in order to remain accredited.

In addition, this option would permit the Council to carry out individual tender processes (relating to individual service user placements) where appropriate (i.e. for 'specialised services').

This approach is employed by Gloucestershire County Council.

Option 4: Block Contracts

This would involve a competitive tendering process that would commit the Council to paying for a certain number of bed spaces with a select number of providers. The number of providers would depend on how many contracts the Council felt were necessary to procure future bed spaces requirements. However, unless the Council is able to accurately confirm future service levels, there would be no economic advantage in adopting this approach. Also, existing placements would then continue as 'Spot' placements outside of these contracts, unless it was deemed appropriate to move service users from their current accommodation into one covered by the new block contracts.

Option 5: Framework Agreement for future services.

This would require a competitive tendering process, with a selection process that limits the number of providers (e.g. 3 per 'category'). The Council would not be able to include existing placements under this agreement. Services would need to be 'called off' under a pre-determined competitive process. The advantage would be that all successful candidates would be committed into a formal arrangement where close-working 'partnering' approaches can be adopted. It is the lowest risk option in terms of contracting, managing and monitoring services. However, it will mean all future placements will be agreed with a 'select few' Providers, limiting choice and exposing a number of Wiltshire-based Providers to increased risk (financial viability). Accordingly, the Council would lose an element of 'influence' within this increasingly vulnerable market. In addition to this, Providers may be reluctant to enter into to a complex tendering process unless the Council was in a position to guarantee some level of work.

Conclusions

23. Developing a clear Accreditation Scheme process would provide the Council with the opportunity to influence the current learning disability residential care market, but would also permit the greatest flexibility and widest choice. Existing services could be secured, maintained and effectively measured against a set of pre-determined criteria, whilst new services could also be accommodated within this process. The use of the FPT would ensure that value for money is secured with all placements.
24. The 'Accreditation' process will set service outcomes and quality standards. Clear minimum performance benchmarks will be set and checked annually. 'Best Value' will be achieved through effective

negotiation using the FPT which allows for the appropriate benchmarking of the providers' weekly fee.

25. Therefore it is proposed that an 'Accredited Provider Scheme' (option 3) is adopted for Learning Disability Residential Care Services from April 2011. (Note: This method of contracting has been agreed in principle by the Corporate Procurement Unit).

Sue Redmond, Director of Community Services

Report Author:

James Cawley
Service Director – Strategy and Commissioning

Date of report
23rd March 2010

Background Papers

None

Appendices

None

WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: **AREA BOARDS IN WILTSHIRE LEADER'S REVIEW**

Cabinet member: **Councillor John Thomson – Community Services**

Executive Summary

Wiltshire's Area Boards were launched in June 2009. Over the intervening eight months, 86 Area Board meetings have been held across Wiltshire taking local democracy out of the council chamber and into the heart of the local community. By the end of February 2010, 5,547 local people had attended meetings of the Boards and a further 10,000 residents have signed up to be kept informed and involved. When setting up the Area Boards, the Leader of the Council gave a commitment to review progress after six months. Accordingly, a review was launched in December 2009 that has involved councillors, parish councils, officers, partners and the general public. Over 1,200 responses have been received to a survey conducted between January and March 2010 (over 500 of which had attended Area Boards). In addition over 120 delegates attended a workshop at the Corn Exchange in Devizes on 8th March to consider how the Area Boards may be further improved. This report sets out the findings of the review and presents recommendations for consideration by the Cabinet.

Proposals

People

- 1) That Area Boards and Community Area Managers be encouraged to work with Council services, parish councils and partners such as health services, housing associations, schools, voluntary sector organisations and neighbourhood groups to engage with and document the needs, aspirations and stories of people from different walks of life and backgrounds in the area.
- 2) To facilitate the above, during 2010/2011 each Area Board is challenged to experiment with new ways of broadening public participation and a bid be prepared for LPSA funding to achieve this.
- 3) The new Community Area Networks should be used for regular consultation to help inform agenda preparation and to gain feedback on the local Forward Plan.
- 4) Parish council forums and alliances should be encouraged in each area to discuss and agree items for consideration by the Area Boards.
- 5) Area Boards are encouraged to hold informal or consultative meetings around subjects or themes of particular local concern and to facilitate this new approach the number of informal meetings permitted per Area Board be increased to 4 in any year.

Powers

- 6) That the Area Boards are the main mechanism for consulting communities at local level and to facilitate this, services are requested to provide good notice of consultations in order to give Area Boards adequate time to programme and deliver consultation activity in the locality.
- 7) That the scheme of delegation to officers be amended to require the use of the decision checklist attached as Appendix 3
- 8) That Cabinet members be requested to encourage officers to refer matters of only local impact to the Area Boards and town and parish councils so that they can be more fully involved in the decision making process.
- 9) That the Community Issue System be reviewed with a view to achieving better response times and greater clarity regarding outcomes delivered

Partnership

- 10) That the revised community area partnership agreement and funding arrangements (Appendix 4) be adopted for 2010/11.
- 11) That negotiation is continued with the Wiltshire Forum of Community Area Partnerships (WfCAP) to develop and support flexible partnership arrangements that best suit local circumstances.
- 12) That the Council agrees to negotiate a new three year service level agreement with WfCAP to secure its funding and develop and strengthen the support it provides to partnerships in Wiltshire.
- 13) That the Resilient Communities Partnership be invited to develop ways of supporting and strengthening community planning in Wiltshire including commissioning further improvements to the community area profiles.

Publicity

- 14) That Area Boards be encouraged to develop closer relationships with the local newspapers by providing copy and news stories in order to raise awareness and encourage participation.
- 15) That Area Boards be encouraged to provide copy for local parish magazines and other community newsletters
- 16) That an Annual Report be produced each year detailing the successes of the Boards involving people who have benefited from the outcomes
- 17) That all Area Boards communications be written in plain language avoiding jargon and acronyms.

Parishes

- 18) That parishes be encouraged to form clusters, forums and alliances within (and across) community areas to share knowledge, experience and concerns and to put forward items for consideration by the Area Boards.

- 19) That Area Boards communications be sent by email to all parish councillors through the community area network.
- 20) That examples of successful collaborations between parish councils and area boards be promoted to demonstrate the successful outcomes that the new arrangements are delivering
- 21) That Area Boards are expected to meet at a range of urban and rural venues
- 22) That the Area Boards Handbook is revised to set out more clearly the role, rights and responsibilities of parish representatives upon the Area Boards and that this is circulated as a separate information sheet for parish and town councillors.
- 23) That Community Area Managers will offer to give presentations and host discussions about the local Area Boards for parish and town councils in the area.

Implementation of recommendations

- 24) That the Director Community, Libraries, Heritage & Arts in consultation with the Portfolio Holder for Communities, be authorised to:
 - (a) revise the Area Boards Handbook to accommodate the outcome of the Leaders' review and the decisions here adopted;
 - (b) ensure that all necessary arrangements are made to implement these recommendations;
 - (c) undertake a further review in 12 months to assess how far these recommendations have addressed the concerns raised during the review; and
 - (d) produce an annual report setting out the achievements of the Area Boards during 2009/10.

Reason for Proposal

These proposals address the Leader's desire to further strengthen Wiltshire's Community Area Governance arrangements.

Report Prepared by

Councillor John Thomson, Cabinet Member for Communities
Councillor Christopher Williams, Portfolio Holder for Communities
Corporate Director, Department of Community Services: Sue Redmond
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Subject: AREA BOARDS IN WILTSHIRE LEADER'S REVIEW

Cabinet member: Councillor John Thomson – Community Services

Purpose of Report

1. Wiltshire's Area Boards were launched in June 2009. Over the intervening eight months, 86 Area Board meetings have been held across Wiltshire taking local democracy out of the council chamber and into the community. By the end of February 2010, 5,547 local people had attended meetings of the Boards and a further 10,000 residents had signed to their local community area network. When setting up the Area Boards, the Leader of the Council gave a commitment to review progress after six months. Accordingly, a review was launched in December 2009 that has involved all councillors, all parish councils, officers, partners and the general public. Over 1,200 individual responses (of which over 500 had attended Area Board meetings) have been received to a survey conducted between January and March 2010. In addition over 120 delegates attended a workshop at the Corn Exchange in Devizes on 8th March to consider how the Area Boards may be further improved. This report sets out the findings of the review and presents recommendations for consideration by the Cabinet.

Background

2. Wiltshire's Area Boards represent a fundamental shift towards a new form of grass-roots democracy. As interest and trust in national politics has declined, Wiltshire Council has sought to plug local people back into power by involving them in decisions that most directly affect them in the places where they live.
3. So far, 86 Area Board meetings have been held across Wiltshire taking local democracy out of the council chamber and into the heart of the Wiltshire's local communities. 5,547 local people have attended and participated at the meetings¹ - an average of 65 people at every meeting with over 160 local people turning out for one meeting in Corsham. But this new way of working is not simply about meetings, the aim is to get more people involved in the decisions that affect them and that has meant taking consultations out into the community.
4. Over 10,000 people have so far signed up to their local community area network, so that they can be informed, consulted and involved by the Boards. Regular information now flows across this network, both out into and back from the communities. The benefit of this is clear. 1,200 people have taken part in the Area Boards Review between January and February this year; 1,161 people took part in the 2010/11 Budget consultation events; 1,800 people took part in the Local Development Framework consultations in the Autumn of 2009 and so far 1,020 people have taken part in the JSNA Health and Wellbeing Fairs, workshops and presentations. This represents very significant and sustained levels of participation in local democracy. The Area Board Team is continuing to

¹ As at 1st March 2010

experiment with new and innovative ways of getting more people involved, including social networking, podcasts and webcasting.

5. The Area Boards have so far committed £549,000 to support 253 community projects through the Community Area Grants Scheme. This funding has generated an additional £3.1m of external funding delivering a total community benefit to Wiltshire of £3.6m in the year so far. Every £1 spent by the Areas Boards helps to lever £5.60 of external funding. But it is not simply about the money - an amazing diversity of projects have been supported, from arts and allotments to bird keeping and village shops and from cricket and climate change to film clubs and playgroups. This represents a very significant investment in Wiltshire's social fabric supporting the continued wellbeing of many thousands of local people.
6. Minor changes and improvements to the Community Area Grants scheme have been adopted by the Council (delegated decision number) and are not covered in this report.
7. Area Boards have also been working hard to sort out local issues. Not just simple things, but complex issues that cut across service and agency boundaries. The Council's unique Community Issues System was launched in September 2009 and so far 715 sticky issues have been referred to the Boards – over 100 every month. By bringing together council services, public agencies such as the Police and NHS Wiltshire, Councillors, parish and town councils and the public over 50% of these issues have been resolved so far. Bus stops have been relocated, canal towpaths renovated, ditches cleared, allotments provided, community centres opened and much more. And this is where the Community Area Managers are really making a big difference coordinating and facilitating local action on behalf of the Boards, the Council and our partners.
8. Finally, one of the real success stories of the Area Boards so far has been the Community Speedwatch scheme. The idea emerged after the Area Boards Team realised that speeding issues were cropping up at every Area Board. A bid for LPSA Reward Scheme funds was approved and now volunteers from 46 villages are assisting the Police to monitor speeds and identify offenders right across Wiltshire. This shows how communities can provide the 'social capital' to extend and improve existing services and 'co-produce' solutions to their local concerns.

The Findings of the Review

9. Over 1200 responses were received to the survey (of which around 500 had attended one or more Area Board meeting) many of which contained suggestions and detailed comments that have been analysed as part of this review and incorporated into the conclusions of this report. A full schedule of the comments received is available from the Head of Community Governance.
10. Overall the findings of the review have been positive. Of the 23 areas examined by the recent survey 17 received an overall positive endorsement from respondents. The findings of the survey are attached as Appendix 1. There is broad satisfaction with the following:
 - Public participation

- Accessibility of meetings
- The ability to raise issues at meetings
- Just a Minute' (newsletter style version of minutes)
- Internet and email communications
- The Community Issue System
- Involvement of Councillors

11. However there is overall dissatisfaction with the following areas:

- Public awareness of the Area Boards and press coverage
- The lack of broad cross section of the community at meetings
- Awareness of the role of the Community Area Partnerships (CAPs)
- The relationship between the Boards and the CAPs
- The effectiveness of CAPs

12. Other areas, that generate relatively weak satisfaction include:

- Delegated powers and decision making
- Consultation
- Parish Council involvement
- Community planning

13. These findings were discussed at a workshop held at the Corn Exchange in Devizes on 8th March. 122 delegates attended the workshop including councillors, parish councils, officers, partners and the general public. The idea of the workshop was to focus on the areas requiring improvement. A summary of the main areas of agreement from the Workshop are attached at Appendix 2. The findings have informed the recommendations in this report.

Conclusions and Recommendations

14. The conclusions and recommendations set out in this report are divided into the 5 themes considered at the Workshop:

- People ▪ Power ▪ Partnerships ▪ Parishes ▪ Publicity ▪

15. People

The Council needs to do more to ensure that a representative cross section of the community is engaged at local level. This is a conclusion supported by the Area Board Chairman and the Communities Steering Group. This presents two challenges:

- Attracting a broader cross section of people to Area Board meetings; and
- Ensuring that the Area Boards are going out into the community to listen to the voices of all those who live in the area.

These challenges were considered at the workshop and the following solutions were proposed:

- Area Boards should be given the powers they need to resolve local issues – people want to see immediate results²

² This is considered under recommendation 6-9 above

- Meetings and agendas should focus on things that really matter to local communities and we should ask local people and parish councils what they want on the agenda
 - We should get out and talk to different people, in their places and on their terms capturing the conversations and bringing them into the decision making process
 - People need to feel confident that the Boards are listening and that something will happen
 - We should be working to connect more local community groups into the Boards, partnerships and networks.
 - Young people should be recognised as equal partners,
 - To overcome apathy, we must find new ways to motivate engagement.
16. Many of these issues also arose during the pilots and there are now many positive examples of Area Boards effectively responding to these challenges. In Warminster, the local radio station is interviewing local people about Area Board agenda items in the streets and shopping arcades before meetings. In Devizes, the Board has helped local young people to produce a DVD setting out their aspirations and to come along to the Board to talk about the issues. In Amesbury, one meeting was given over to discuss the challenges faced by some of the most disadvantaged people in the community area. In Bradford on Avon boat-dwellers were invited to talk to the Board about the special needs of the boating community. There are many, many similar examples now across Wiltshire. It is early days and it will take time to spread these positive messages and build confidence in the Boards. But this should not hinder the Council's desire to respond positively to the challenges, and for that reason the following recommendations are proposed.

Recommended

- 1) That Area Boards and Community Area Managers be encouraged to work with Council services, parish councils and partners such as health services, housing associations, schools, voluntary sector organisations and neighbourhood groups to engage with and document the needs, aspirations and stories of people from different walks of life and backgrounds in the area.
- 2) To facilitate the above, during 2010/2011 each Area Board is challenged to experiment with new ways of broadening public participation and a bid be prepared for LPSA funding to achieve this.
- 3) The new Community Area Networks should be used for regular consultation to help inform agenda preparation and to gain feedback on the local Forward Plan.
- 4) Parish council forums and alliances should be encouraged in each area to discuss and agree items for consideration by the Area Boards.
- 5) Area Boards are encouraged to hold informal or consultative meetings around subjects or themes of particular local concern and to facilitate this new approach the number of informal meetings permitted per Area Board be increased to 4 in any year.

17. Powers

The research that has informed this paper suggests that the Council needs to enhance the Area Boards' decision making role. We have seen above how this can encourage attendance and engagement. This was considered at the Workshop on 8th March and has featured in the survey and other consultations. The following observations have been made:

- Area Boards need to take more decisions, influence more budgets and have a bigger say about local service provision.
- Area Board powers should be more clearly explained, with examples.
- Cabinet should focus on strategic management and encourage Area Boards to exercise more control over local decisions
- The scheme of delegation to officers should be examined to identify those decisions that would benefit from greater public involvement.

The Area Boards Handbook sets out very clearly the very significant powers that the Leader has delegated to the Boards (Page 31)). This suggests that the problem may not lie with the extent of the Boards' powers. The Council also empowers its officers to make local operational decisions to ensure that services remain efficient and responsive. It would be unnecessary, inappropriate and practically impossible for all these decisions to be referred to the Area Boards. However, this means there is less public participation in or public scrutiny of these decisions, some of which might benefit from the wider public involvement that the Boards provide. An alternative approach might operate along similar lines to the planning process where around 93% of decisions are delegated to officers with only the controversial issues referred to members. This would require no change to the existing scheme of delegation to officers, other than the introduction of a simple decision checklist for officers.

The new Community Issues System (CiS) introduced in September, 2009 enables local people to submit issues to the Board for consideration. The issues are logged and forwarded to the relevant service providers, local councillor and the local parish council for response. The Community Area Manager (CAM) coordinates the response and updates the Issues Log to keep the public informed of progress. The CAM reviews the responses in consultation with the Area Board Chairman to determine whether further action is needed – such as roundtables, task groups, research, consultation etc. Over 100 issues per month are submitted using the system and around 50% of the issues have so far been resolved.

Recommended

1. That the Area Boards are the main mechanism for consulting communities at local level and to facilitate this, services are requested to provide good notice of consultations in order to give Area Boards adequate time to programme and deliver consultation activity in the locality.
2. That the scheme of delegation to officers be amended to require the use of the decision checklist attached as Appendix 3

3. That Cabinet members be requested to encourage officers to refer matters of only local impact to the Area Boards and town and parish councils so that they can be more fully involved in the decision making process.
4. That the Community Issue System be reviewed with a view to achieving better response times and greater clarity regarding outcomes delivered

18. Partnership

One of the distinctive features of the Council's local governance arrangements is the role of the community area partnerships. Under this approach, the Area Boards operate as local multi-agency executive bodies while the partnerships facilitate community planning, public engagement, consultation and participation - with strong links maintained between the two. In some areas this arrangement works very effectively, in others it has been less successful and in some it has not yet established. The survey, workshop and consultation have revealed some concerns about the operation of this system.

- There is a need to clarify and promote the role of the community area partnerships(CAPs)
- The Council should avoid being overly prescriptive and allow arrangements to evolve in ways that best suit each area.
- The legitimate democratic role of parish and town councils needs to be emphasised more clearly
- Funding for partnerships should be continued and consistently applied across the County
- CAPs should report regularly to the Area Boards on their activities.
- CAPs should maintain good communications with the community
- Wiltshire Councillors should avoid becoming involved with the management of CAPs in order to avoid any possible conflict of interest.
- Community plans need to be robust and representative of the needs of the wider community in order to influence Board decisions.

19. Clearly the community area partnership approach is working well in some areas and should continue. In others there is a need to take stock and review whether variations might be encouraged. In three areas there has been local discussion about introducing more flexible models that focus on facilitating community engagement, participation and networking rather than establishing formal organisational arrangements.

Recommended

- 1) That the revised community area partnership agreement and funding arrangements (attached as 4) be adopted for 2010/11.
- 2) That negotiation is continued with the Wiltshire Forum of

Community Area Partnerships (WfCAP) to develop and support flexible partnership arrangements that best suit local circumstances.

- 3) That the Council agrees to negotiate a new three year service level agreement with WfCAP to secure its funding and develop and strengthen the support it provides to partnerships in Wiltshire.
- 4) That the Resilient Communities Partnership be invited to develop ways of supporting and strengthening community planning in Wiltshire including commissioning further improvements to the community area profiles.

20. **Publicity**

One of the most serious concerns raised by respondents to the recent survey relates to the lack of public awareness of the Area Boards. A lot of work has been put into raising the profile of the Boards including a mailshot to every household, advertising in local newspapers, radio interviews, articles in the Wiltshire magazine, press releases, leaflets and posters. In addition, 10,000 people have signed up to their local community area networks and now regularly receive information about the Boards by post and email including a simple, readable version of the minutes – ‘Just a Minute.’ Social networks have been tested in several areas and displays and information stands have been developed for libraries. One other measure under consideration is the use of plaques to promote the support of Area Boards for grant aided projects. Clearly there is more to do, suggestions have included:

- Ensuring agenda items capture public interest and having themed meetings that focus on hot local topics
- Purchasing advertising space in local newspapers to promote meetings and events
- Providing copy for parish and community magazines
- Promoting successes and inviting local people to tell their own stories to make news relevant, personal and credible.
- Keeping language simple and free of jargon

Recommended

- 1) That Area Boards be encouraged to develop closer relationships with the local newspapers by providing copy and news stories in order to raise awareness and encourage participation.
- 2) That Area Boards be encouraged to provide copy for local parish magazines and other community newsletters
- 3) That an Annual Report be produced each year detailing the successes of the Boards involving people who have benefited from the outcomes
- 4) That all Area Boards communications be written in plain

21. **Parishes**

Over 160 parish and town councillors took part in the survey. Overall, parish representatives are less satisfied with the Area Boards than other stakeholder groups including the public. Clearly, this needs to improve because parish and town councils play a crucial democratic role in Wiltshire. Comments from parish councillors reveal concerns about a lack of recognition of their important democratic role, lack of parish influence, overlap of roles with the community area partnerships and lack of input into agendas and meetings. Parish representative also suggest that the Boards lack the powers needed to resolve local issues. Some of the suggestions made at the Workshop include:

- The Area Board handbook should be more explicit about the legitimate democratic role of parish and town councils
- Community area managers should attend parish meetings occasionally to talk to all parish councillors about the Boards.
- Area Boards communications should be sent to all parish councillors and not just the Clerk.
- Parishes need to see tangible outcomes as evidence that the Area Boards are working.
- Parish councils should have their own forum to discuss shared concerns and raise items for consideration by Area Boards
- Area Boards agendas should consider more items of general interest to parish and town councils.
- Boards should on occasion meet at venues outside of the principle towns.
- There should be a clearer description of what Area Board ‘membership’ entails for parishes including the rights and responsibilities it confers.
- Area Boards should seek to collaborate with parish and town councils outside of meetings to address local concerns.

22. Changes have been made to address some of these concerns. Parishes are now informed about all issues submitted to the Area Boards through the community issues system. Parish councils have also successfully accessed the grants scheme to support their local projects and in some areas parishes have fully engaged with the local community area partnerships to address shared concerns across an area. There are other good examples of local collaboration including the community speedwatch scheme. However, to build strong and resilient communities, the Council must collaborate more effectively with the parish and town councils.

Recommended

- 1) That parishes be encouraged to form clusters, forums and alliances within (and across) community areas to share knowledge, experience and concerns and to put forward items for consideration by the Area Boards.
- 2) That Area Boards communications be sent by email to all parish councillors through the community area network.

- 3) That examples of successful collaborations between parish councils and area boards be promoted to demonstrate the successful outcomes that the new arrangements are delivering
- 4) That Area Boards are expected to meet at a range of urban and rural venues
- 5) That the Area Boards Handbook is revised to set out more clearly the role, rights and responsibilities of parish representatives upon the Area Boards and that this is circulated as a separate information sheet for parish and town councillors.
- 6) That Community Area Managers will offer to give presentations and host discussions about the local Area Boards for parish and town councils in the area.

Environmental Impact of the Proposal

The decentralisation of decision making and community governance arrangements is in accordance with the aims of the Sustainable Communities Strategy for Wiltshire 2007-2016.

Equality and Diversity Impact of the Proposal

The decentralisation of decision making and the new community governance arrangements in Wiltshire are aimed to improve access to the Council, its services and the democratic process. These recommendations and the additional arrangements set out in the Area Boards handbook address issues of Equality and Diversity in a comprehensive and systematic manner.

Risk Assessment

This report addresses the reputation risk associated with the failure to deliver robust and effective area governance proposals as set out in the unitary bid.

Financial Implications

The only significant resource implications associated with this report are the servicing of the additional informal meetings permitted under recommendation 5). Potentially, this could add to the workload of Democratic Services Officers and Community Area Managers and will be carefully monitored. To address this, it is suggested that the additional meeting could be of a consultative nature and not require Democratic Services support

Legal Implications

These legal implications associated with recommendation 6 have been discussed and agreed with the Monitoring Officer and Head of Democratic Services .

Options Considered

A wide range of experimental options were discussed with stakeholders at the Area Boards Review Workshop on 8th March 2010.

Conclusion

The adoption of the recommendations set out in this report will represent a significant step towards achieving the community governance proposals set out in the bid for unitary status and the proposals adopted by the Implementation Executive in May 2009.

Appendices

Appendix 1: Area Boards Review 2010 Survey Results

Appendix 2: Area Boards Review Workshop Results

Appendix 3: Delegated decision checklist for officers.

Appendix 4: CAPA 2010 and funding arrangements for Community Area Partnerships

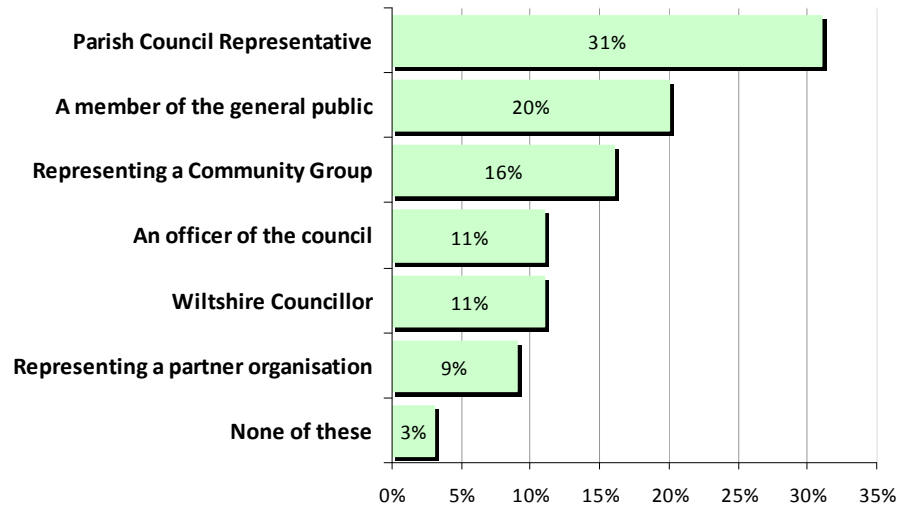
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Area Boards review: summary of survey results

1242 responses were received to a survey distributed between 25th January and 5 March 2010. The number of respondents that had attended an Area Board meeting was 517 and this forms the base of respondents used in the following tables

Respondents

(Base 517)

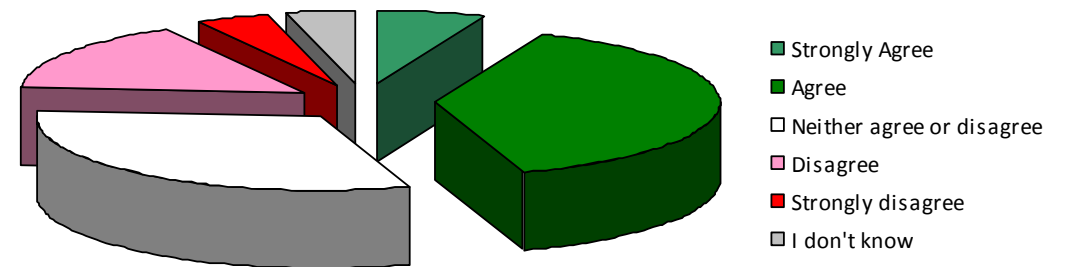


Overall satisfaction with the Area Boards

This graph shows the views of those who have attended at least one meeting of the Area Boards. Overall 45% of respondents agree that the Area Boards are working well while 20% disagree.

Overall the area board is working well (Base 517)

| | |
|----------------------------------|-----|
| <i>Strongly Agree</i> | 6% |
| <i>Agree</i> | 39% |
| <i>Neither agree or disagree</i> | 31% |
| <i>Disagree</i> | 16% |
| <i>Strongly disagree</i> | 4% |

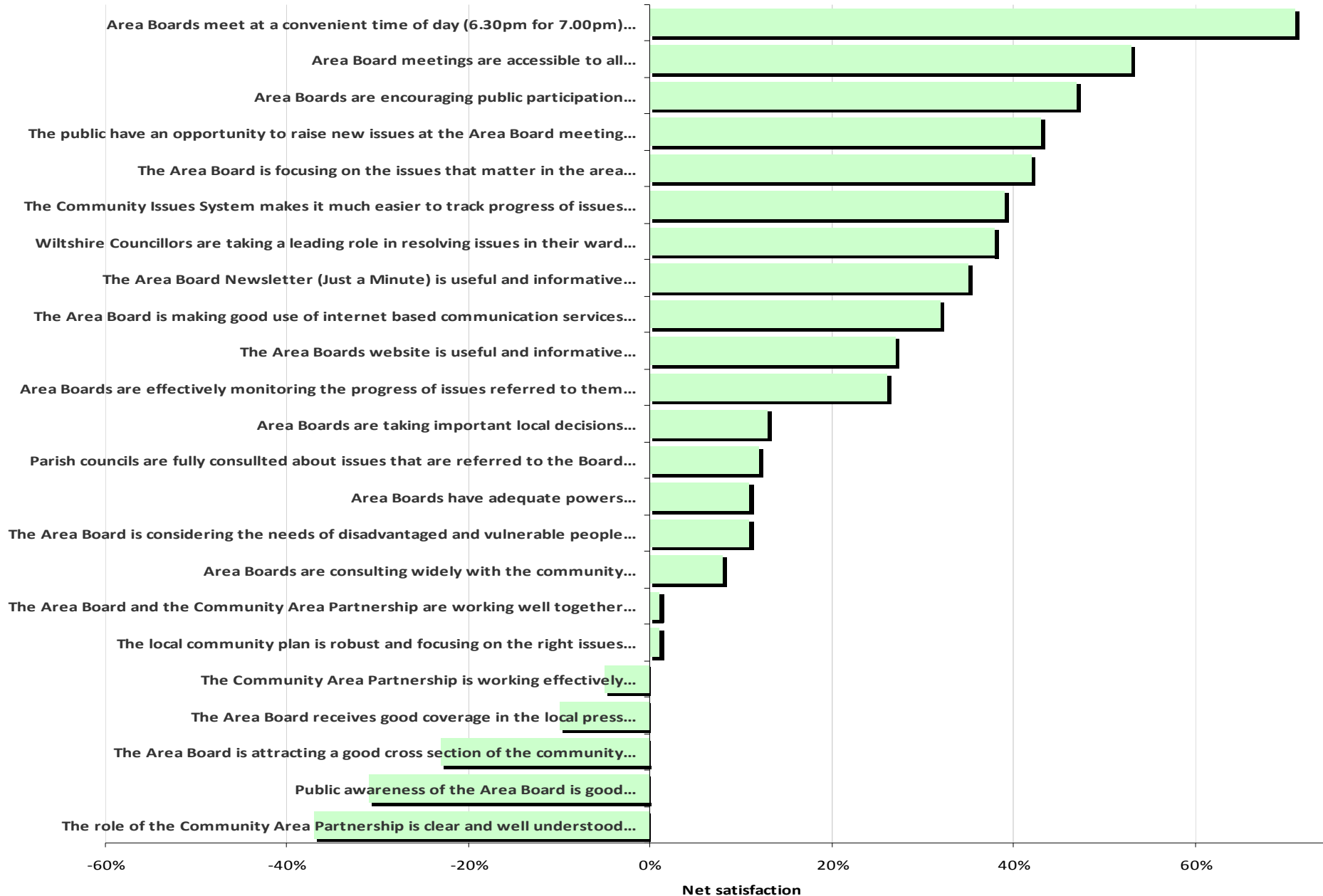


I don't know

4%

Operation of the Area Boards

This graph shows the views of those who have attended at least one meeting of the Area Boards. The ranking has been derived by subtracting negative scores from positive scores to achieve a 'net satisfaction' rating (Base 517)



Operation of the Area Boards (Base 517)

| | <i>Agree</i> | <i>Disagree</i> | <i>Net agree</i> |
|--|--------------|-----------------|------------------|
| Area Boards meet at a convenient time of day (6.30pm for 7.00pm)... | 79% | 8% | 71% |
| Area Board meetings are accessible to all... | 67% | 14% | 53% |
| Area Boards are encouraging public participation... | 64% | 17% | 47% |
| The public have an opportunity to raise new issues at the Area Board meeting... | 63% | 20% | 43% |
| The Area Board is focusing on the issues that matter in the area... | 57% | 15% | 42% |
| The Community Issues System makes it much easier to track progress of issues... | 52% | 13% | 39% |
| Wiltshire Councillors are taking a leading role in resolving issues in their ward... | 54% | 16% | 38% |
| The Area Board Newsletter (Just a Minute) is useful and informative... | 47% | 12% | 35% |
| The Area Board is making good use of internet based communication services... | 48% | 16% | 32% |
| The Area Boards website is useful and informative... | 41% | 14% | 27% |
| Area Boards are effectively monitoring the progress of issues referred to them... | 41% | 15% | 26% |
| Area Boards are taking important local decisions... | 42% | 29% | 13% |
| Parish councils are fully consulted about issues that are referred to the Board... | 33% | 21% | 12% |
| The Area Board is considering the needs of disadvantaged and vulnerable people... | 32% | 21% | 11% |
| Area Boards have adequate powers... | 39% | 28% | 11% |
| Area Boards are consulting widely with the community... | 41% | 33% | 8% |
| The local community plan is robust and focusing on the right issues... | 25% | 24% | 1% |
| The Area Board and the Community Area Partnership are working well together... | 26% | 25% | 1% |
| The Community Area Partnership is working effectively... | 24% | 29% | -5% |
| The Area Board receives good coverage in the local press... | 24% | 34% | -10% |
| The Area Board is attracting a good cross section of the community... | 25% | 48% | -23% |
| Public awareness of the Area Board is good... | 18% | 49% | -31% |
| The role of the Community Area Partnership is clear and well understood... | 19% | 56% | -37% |

Key

| | |
|---|---------------------|
| % | No concerns |
| % | No serious concerns |
| % | Some concern |
| % | Serious concern |

AREA BOARDS IN WILTSHIRE

Workshops conclusions and findings

The following list sets out the most commonly raised issues during the table discussions

PEOPLE

- Making meeting more interesting – use themed agendas – crime/health/environment – linked to CA plans (13 stars)
- Getting the right issues on agenda (12 stars)
- More devolved powers to enable decision making – more visible/immediate results (11 stars)
- Greater publicity (not just in council), more ‘co-production’ with public partners, etc (8 stars)
- Engage with those who will never come to board meetings – more community consultations on community issues outside of meetings (6 stars)
- People need to feel confident that something will happen & that they are being listened to (5 stars)
- Suggestion that the best meetings and best agenda items are local ones, not imposed Wilts stuff (5 stars)
- Ask people what they want on the agenda (4 stars)
- Community groups under represented – do they know? Promote.(4 stars)
- Different venues are attracting new audiences (4 stars)
- (Young people) CAYPIGS recognised as a partner (4 stars)
- Need to engage parish Councils in agenda settings (3 stars)
- Apathy – 40% vote in general elections – national problem and a local challenge to motivate participation (3 stars)

POWER

- More real local issues that ABs can vote on (4 stars)
- More devolved powers (4 stars)
- What are the local priorities and plans? What is role of Abs in setting local priorities? (4 stars)
- Need to know what powers ABs actually have (4 stars)
- Less interference from the Centre/Council (4 stars)
- Too many conflicts of interest arising (4 stars)
- Let each AB come up with a wish-list of the powers it wants (3 stars)
- Spelling out what the ABs actually are & do (3 stars)
- Local issues that board can have control over are rushed at the end (3 stars)

PARTNERSHIP

- Clarify role of CAPs and Boards (10 stars)
- How is CAP held to account? (9 stars)
- Summarising what CAP is doing at area board – raise profile – put at top of agenda – written report and spoken (7 stars)
- Communication – newsletter, good news stories (5 stars)
- Possible conflict of interest – twin-hatted members (5 stars)
- Board too big/cluttered. Can be off-putting (4 stars)
- Boundaries need definition (4 stars)

PUBLICITY

- Must ask why would a member of the public would want to go to an Area Board? Make the agenda 'sexy/juicy' (7 stars)
- Use parish magazines to promote the Boards (6 stars)
- If more decisions were taken at meetings, people would be more interested – more decision making power should be devolved (5 stars)
- We need to publicise successes and link them back to the Abs. Evidence/results/outcomes – TANGIBLE – make it more relevant and personal. (5 stars)
- BUY space in local papers in weeks before ABs (4 stars)
- Find out what people want – what is relevant to them? What is on the agenda. And how it is worded (4 stars)
- Use of newspapers – lack of reporting in local press – need details of where, when and what is on the agenda (3 stars) .

PARISHES

- Ensure agenda reflects parish issues (6 stars)
- Council should go to Parishes to inform them about Boards/about parishes – more communication & education – also PCs can help tell public about ABs (5 stars)
- Sticking to time – chairmanship (5 stars)
- Being inclusive and drawing more people in (but make sure there's enough parking for those who come later!) (4 stars)
- Tangible projects/outcomes (4 stars)
- Special parish meetings (3 stars)
- Getting around the area (3 stars)
- Need clearer remit for PC/TC (3 stars)
- Meetings/working groups outside of Area Boards to feed into the AB (3 stars)

Area Boards and Delegated Decisions

A Checklist for officers

Corporate commitment

The Council has made a corporate commitment to encourage 'open, honest decision making' and it is important that this reflected at all levels within the Council.

Powers of the Area Boards

The Area Boards Handbook sets out very clearly the very significant powers that the Leader has delegated to the Area Boards, as follows:

Decisions involving the discharge of the Council's local executive functions will be made by an Area Board, provided the decision does not:

- *Have a significant impact outside of the area concerned*
- *Impact significantly on the overall resources of the Council*
- *Contradict any policy or service standard set by the Council*
- *Involve the taking of regulatory or quasi-judicial decisions*
- *Relate to the exercise of functions in respect of any particular person, including any individual member of staff*

Powers delegated to officers

The Council also empowers its officers to make local operational decisions to ensure that services remain efficient and responsive at the local level. It would be unnecessary, inappropriate and practically impossible for all of these officer decisions to be made by the Area Boards. However, this means there is an overlap of authority. To ensure that there is public participation in and scrutiny of all council decisions the Cabinet has adopted the following checklist for its officers exercising delegated powers.

Using this checklist

This checklist is provided to help officers to decide when and how to involve local councillors and Area Boards in decisions about local services.

Officers using this checklist may wish to discuss any questions it raises with the Community Area Manager concerned. Contacts can be found on the Council website at www.wiltshire.gov.uk/areaboards

If you are in any doubt whether to involve the Area Board, please speak to the Community Area Manager or the Chairman of the Board.

Service Planning

Wiltshire Council believes that local service plans should be developed in partnership with local councillors, parish and town councils, partners and the local people likely to be affected by those plans. This ensures that there is transparency and accountability in the way local services are delivered.

Things to ask...

- ✓ *Do you prepare an annual plan, setting out how you deliver your local service?*
- ✓ *Is it clear in the plan how the service relates to each/any of Wiltshire's 20 community areas?*
- ✓ *Are local councillors consulted about the plan?*
- ✓ *Does the local Area Board wish to consider and adopt the plan?*

Decision Making

Wiltshire Council believes that local people should be involved in and have a say about the decisions that are likely to affect them.

Things to ask...

- ✓ *Does the decision you are considering fall within the powers delegated by the Leader to the Area Board?*
- ✓ *Is the decision likely to have a significant impact on the local community?*
- ✓ *Have local councillors been consulted about the proposed decision?*
- ✓ *Is the local Area Board content for that decision to be exercised by an officer?*

Consultation

Wiltshire Council encourages consultation with local people about the matters that are likely to affect them.

Things to ask...

- ✓ *Are you planning to undertake consultation about your services in the coming year?*
- ✓ *Have you notified local councillors about the consultation?*
- ✓ *Will the Area Board wish to review the outcome of the consultation?*

Wiltshire Council and Wiltshire's Community Area Partnerships: COMMUNITY AREA PARTNERSHIP AGREEMENT (CAPA) 2010/2011

1. Principles

- (1) Partnerships are independent and autonomous
- (2) Partnerships are inclusive of, and accountable to, the wider community
- (3) Partnerships have a voluntary relationship with the Council and public agencies
- (4) Partnerships form the foundation of strong, resilient, empowered communities
- (5) The existence of strong independent and inclusive partnerships is central to Wiltshire Council's community governance proposals

2. Desired Outcomes

- (1) Empowered, resilient communities developing new ways of addressing local priorities in collaboration with Wiltshire's public services and partners at local level.
- (2) Active and sustained participation of all sections of the community in the civic life of the community area
- (3) Public funding and services focused more accurately on priority needs
- (4) Local people fully informed about and involved in the decisions that affect them
- (5) Strong independent partnerships working with the Local Area Board and the local community to identify local priorities and promote local action and projects.
- (6) An up-to-date, independently produced and influential community plan for each of Wiltshire's 20 community areas produced to consistent and robust standards
- (7) Effective communications and engagement network in each community area
- (8) Partnerships effectively accessing inward investment to support local priorities
- (9) Area Boards and Partnerships collaborating effectively to deliver local action linked to community plan priorities
- (10) Communities influencing strategic policy and the Local Agreement for Wiltshire
- (11) Partnerships becoming an effective facilitators and enablers of strategic outcomes

3. Commitments – Wiltshire Council and the [name] Area Board

- (1) Wiltshire Council will respect the independence and autonomy of Partnerships.
- (2) Will consult, involve, engage, listen to and act on the advice of local partnerships
- (3) Will provide such reasonable core funding that the Partnership may need to support its activities.
- (4) Will provide technical and professional support to Partnerships including socio-economic profiles, external funding advice and service performance data.
- (5) Will work with the Community Area Partnerships to establish and maintain effective communications networks within each community area
- (6) Will support and work with Community Area Partnerships to develop influential community plans to consistent and robust standards.
- (7) Will have regard to the priorities set out in community plans when planning and delivering its services, allocating resources and when negotiating with partners and national agencies.
- (8) To help and support the Partnership to coordinate the activities of organisations, groups and individuals in the area and to facilitate community participation.

- (9) Will work with Wiltshire Forum of Community Area Partnerships to further develop and enhance local partnership arrangements in Wiltshire
- (10) Will work with the Wiltshire Forum of Community Area Partnerships (WfCAP), attend its meetings to listen to its views and concerns and support it in developing mechanisms to monitor and improve the effectiveness of local partnership arrangements.
- (11) To provide a seat for each Community Area Partnership on its local Area Board and invite WfCAP to attend meetings of the Area Board Chairs

4. Commitments - Community Area Partnerships

- (1) To establish and maintain a Partnership, Steering Group and Thematic Groups, as necessary
- (2) To engage and communicate systematically with all sections of the community and to maintain a contacts register of key organisations and volunteers
- (3) To consult widely on a range of socio-economic issues including the holding of public engagement events and activities
- (4) To prepare and regularly review a community plan that takes into account major issues affecting the area and to develop an action plan and identify projects to address these issues. This will be done in consultation with the wider local community, in order that it properly represents their concerns and aspirations.
- (5) To work with the Community Area Manager to refer matters from the Partnership to the Area Board for consideration as appropriate
- (6) To champion local issues and help with the planning and delivery of priority projects, including fundraising and community volunteering where appropriate
- (7) To contribute to the services and activities provided by the Wiltshire Forum of Community Area Partnerships, including attendance by members at relevant networking and training events
- (8) To engage a Project Officer/ Community Agent, as necessary, to run and administer the Partnership and to work with Wiltshire Council's Community Area Manager for the area.
- (9) To be open to and inclusive of the wider community and to encourage attendance and participation by groups and organisations from neighbouring community areas where they may be affected by an issue.
- (10) To account to and seek affirmation from the wider community for its actions, activities and forward plans on an annual basis.

Acceptance of Community Area Partnership Agreement

[insert] Community Area Partnership:

I have read and understood the Terms and Conditions of the Community Area Partnership Agreement.

Signed Chairman
[Name] Area Partnership

Date

Wiltshire Council:

I have read and understood the Terms and Conditions of the Community Area Partnership Agreement.

Signed Chairman
[Name] Area Board

Date

DRAFT

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[Name] Community Area Partnership

Annual Workplan 2010/11

In order to show how the community area partnership aims to meet the commitments set out in the Community Area Partnership Agreement 2010/11, please complete the form below.

| CAPA commitments | Proposed initiatives and activities |
|--|---|
| <p>Partnership Development <i>"To establish and maintain a Partnership, Steering Group and Thematic Groups, as necessary"</i></p> | <p>Please tell us about your Steering Group or Management Committee, how it is appointed and who serves upon it. Give details of any theme groups within the CAP. Please explain how your CAP is supported – do you have an administrator/agent/project officer and if so, how are they engaged? Are you affiliated to WfCAP and do you attend WfCAP meetings and events? Please indicate how you intend to maintain and develop the CAP over the next 12 months.</p> |
| <p>Accountability <i>"To be open to and inclusive of the wider community and to account to and seek affirmation from the wider community for its actions, activities and forward plans on an annual basis."</i></p> | <p>Please explain how you will account to the community during the year? How will you promote your work and engage people? Can you show that you have the support of the local community?</p> |
| <p>Communication <i>"To engage and communicate systematically with all sections of the community and to maintain a contacts register of key organisations and volunteers."</i></p> | <p>Please explain how you communicate with the wider community, promote your work and encourage participation in the activities of the CAP. How many organisations are affiliated to the CAP and how many names are on your communications database?</p> |
| <p>Consultation <i>"To consult widely on a range of socio-economic issues including the holding of public engagement events and activities."</i></p> | <p>Please explain how you intend to consult the community in the coming year.</p> |
| <p>Community Planning <i>"To prepare and regularly review a community plan that takes into account major issues affecting the area and to develop an action plan and identify projects to address these issues. This will be done in consultation with the wider local community, in order that it properly represents their concerns and aspirations"</i></p> | <p>Please explain how you intend to develop, review or implement your community plan over the next 12 months.</p> |
| <p>Local action <i>"To champion local issues and help with the planning and delivery of priority projects, including fundraising and community volunteering where appropriate."</i></p> | <p>Please tell us about your plans to encourage local action to address the community plan priorities. What do you expect to achieve during the year ahead? How will you secure funding for these projects?</p> |

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Community Area Partnership Agreement 2010/11:

Claim for running costs

Your Details:

| | |
|--------------|--|
| Name: | |
| Partnership: | |
| Address: | |
| Phone: | |
| Email: | |

Bank Account Details:

| | |
|--|---|
| Account name: | |
| Sort code: | |
| Account no. | |
| Balance of funds at beginning of year: | £ |

Details of Claim:

| | |
|---|------------|
| Administrator / Project Officer (inc travel) costs: ▪ <i>details</i> | Cost: £ |
| Consultation activities, public events, analysis, etc: ▪ <i>details</i> | £ |
| Advertising & promotion (inc websites): ▪ <i>details</i> | £ |
| Plans, questionnaires, other printing costs: ▪ <i>details</i> | £ |
| Office expenses, consumables, etc.: ▪ <i>details</i> | £ |
| Other costs: ▪ <i>details</i> | £ |
| Total claim for year | £ |

I confirm that the costs claimed for here will be incurred by the [insert] Community Area Partnership in accordance with the commitments agreed within the Community Area Partnership Agreement, 2010/11 and hereby apply for the first 50% of the funding to be released.

Signed:

Date:

Please post your Annual Workplan and Claim Form for running costs to:

Andrew Jack, Communities, Libraries, Heritage & Arts, Wiltshire Council, County Hall,
Trowbridge BA14 8JN

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Community Area Partnership Funding 2010/11

Timetable

| Date | Action | Details |
|-----------------------------|---|--|
| 24 February 2010 | Communities Steering Group to discuss and sign off revised procedures for 2010/11 | Revise paperwork as necessary – for consultation |
| 24 February - 23 March 2010 | Formal consultation period with Area Board Chairmen, WFCAP and CAP Chairmen | 3 weeks for comments – a summary of responses to be reported to Cabinet as part of Area Board Review Paper |
| 23 March 2010 | Cabinet to consider recommendations of the Area Board Review paper | Communicate decisions to all Area Boards and CAPs |
| 23 March 2010 | Cabinet to agree procedures for draw-down of CAP core funding in 2010/11 | Communicate decisions to all Area Boards and CAPs |
| 23 March - 30 April 2010 | Agree individual workplans for each CAP based on realistic and achievable targets | CAM to work with CAP Chairman and Area Board Chairman to agree work priorities and to sign-off a costed workplan |
| 1 – 30 April 2010 | CAP to submit signed Partnership Agreement and Tranche 1 claim form (for up to 50% of required funding) | 6 month claim to cover activities April- September as per agreed workplan |
| 26 April 2010 | Area Board Chairmen's Meeting | Feedback |
| September - October 2010 | CAP to submit Tranche 2 claim form (for balance of required funding) | Progress Report on activities April - September |
| September - October 2010 | Area Board to consider application for core funding | Assessment based upon CAP performance against agreed workplan |
| 1 – 31 March 2011 | CAP to submit 'annual review' of activities | Report on activities and outcomes achieved and where monies have been spent |

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WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: SCHOOL ADMISSIONS 2011/12

Cabinet member: Councillor Lionel Grundy – Children's Services

Executive Summary

This report has been produced as part of the statutory process for the determination of admission arrangements to maintained schools.

The Local Authority has a statutory duty to formulate and operate schemes to co-ordinate the admissions to all maintained (or state schools) within its area. We are proposing two co-ordinated schemes; one covers primary schools (including infants and juniors) and the other is for secondary schools. The co-ordination of admissions has been successful in past years and the schemes proposed for 2011/12 are substantially the same as those operating for the current academic year.

The Local Authority is the statutory admission authority for the Voluntary Controlled and Community Schools in its area. As such it is required to formulate admission arrangements which outline how it will admit children to those schools. There are two proposed schemes one for secondary and one for primary (including infant and junior schools).

The schemes and arrangements have been approved by the School Admissions Forum following a period of consultation with schools.

Cabinet is required to approve the four documents which are appended to this report which then will become the determined admission policy for Wiltshire for 2011/12.

The admissions process for the intakes in September 2011 begins in September 2010.

Proposal

That Cabinet approves and determines:

- a) the proposed scheme for the co-ordination of admission to secondary schools for 2011/12.
- b) the proposed scheme for the co-ordination of admissions to primary schools for 2011/12.
- c) the proposed admission arrangements for Voluntary Controlled & Community secondary schools for 2011/12.

d) the proposed admission arrangements for Voluntary Controlled & Community schools for 2011/12.

Reason for Proposal

The Local Authority has a statutory duty to have a determined admission policy for 2011/12 in place on or before 15 April 2010.

CAROLYN GODFREY
Director for Children and Education

WILTSHIRE COUNCIL

CABINET

23 MARCH 2010

Subject: SCHOOL ADMISSIONS 2011/12

Cabinet member: Councillor Lionel Grundy – Children's Services

Purpose of Report

1. The Local Authority has a statutory duty to act in accordance with the School Admissions Code. There is a requirement to have in place schemes for the co-ordination of admissions to the schools within Wiltshire.
The Local Authority is the Admissions Authority for all Voluntary Controlled and Community Schools within Wiltshire and as such is required to determine a set of admission arrangements for those schools.
The report presents the four elements of the admissions policy which have to be determined by Cabinet.

Background

2. The purpose of co-ordinated arrangements is to make the application process simpler for parents by ensuring that each child gets one offer for one school place. This requires the School Admissions team to work with colleagues in foundation and aided schools and in other local authorities.
3. Admission arrangements have been co-ordinated for secondary school intakes from September 2005 onwards and have been co-ordinated for primary schools since September 2006.
4. The co-ordinated process is accepted by schools and the scheme does not need substantial revision at this time. The proposed schemes are substantially the same as those currently being used.
5. A revised School Admission Code has been published and will come into operation in February 2010. Minor adjustments have been made to the schemes to ensure they are in compliance with the new Code.
6. The LA is the admissions authority for all Community and Voluntary Controlled (C&VC) schools in the county. The governing bodies of aided and foundation schools are their own admissions authority.
7. Each admission authority has to determine the arrangements which are used when allocating school places. These proposed arrangements will be used solely for admissions to community and voluntary controlled schools. They incorporate the criteria used to prioritise applications in situations when a school is oversubscribed (i.e. when more applications are received than the school's

admission number allows) as well as showing how all admissions will be processed.

Main Considerations for the Council

8. The proposed co-ordinated schemes and admission arrangements have been sent out to all maintained schools and other neighbouring admission authorities for consultation. The documents were sent out in October 2009 and the consultation was extended to allow for comments to be received up until 31st January 2010.
9. From consultations it is clear that the general issue of co-ordinating arrangements is not questioned. There is confidence that with suitable communication systems being in place, the co-operation between the admissions team and the foundation and aided schools which is essential for the smooth operation of a co-ordinated scheme, will be forthcoming.
10. The proposed timetable for the secondary co-ordinated scheme is based on that used in previous years and so is familiar to schools and the admissions team in DCE.
11. The statutory regulations give clear deadlines to which the co-ordinated admissions schemes have to adhere.
 - Secondary Deadline 31st October 2010
 - Primary Deadline 15th January 2011
 - Secondary Notification Date 1st March 2011Consequential adjustments have been made to the proposed timetables for the co-ordination of admissions.
12. The co-ordinated schemes include the provision to co-ordinate all admissions to all schools. The new School Admissions Code requires this - which extends co-ordination to cover all in-year applications as well as those for the normal (September) intakes. This is a change from existing policies.
13. The co-ordinated scheme for primary schools is being brought into line with that which operates for secondary schools. Wiltshire residents may apply for an out of county school on a Wiltshire form. Out of county residents can apply for a Wiltshire school through their own local authority.
14. From consultations it is clear that there is widespread agreement with the proposed admission arrangements for VC&C schools which are considered to be fair and objective as required by the School Admissions Code.
15. There have been no objections at all to the proposed oversubscription criteria which have worked well for many years. These give priority to children in care as required by the School Admissions Code. Children living within a school's designated area are given priority over children from outside that area. The tie break used if a school is oversubscribed within any criterion is that of distance from the school.

16. The new Schools Admissions Code has now brought in a regulation to require reception classes to offer full time provision for all children from the September following their fourth birthday. This is incorporated into the proposed admission arrangements for primary schools
17. The returns from the consultation period were presented to the Admission Forum at their meeting on 5 February. After full consideration the Forum recommends that these schemes and admission arrangements be agreed.
18. The proposed co-ordinated schemes and admission arrangements are in accordance with the requirements of the School Admissions Code.
19. The admission arrangements for VC & C schools will be operated within the appropriate co-ordinated scheme for admissions within Wiltshire and are compatible with the timetables laid down by the co-ordinated schemes.
20. Once determined the schemes and admission arrangements will be circulated to all schools in Wiltshire and to our nine neighbouring local authorities. They will be implemented from September 2010 when the process of admitting children to the intake year in 2011 starts.

Environmental Impact of the Proposal

21. The admission policy of the local authority is to give local children priority when applying for their local school. This policy of 'local schools for local children' has been maintained for many years and is a way of encouraging parents to consider the environmental impact of long journeys to school.

Equality and Diversity Impact of the Proposal

22. Although not part of the proposed co-ordinated schemes or admission arrangements, it should be noted that all application forms can be and are produced in different languages on request.
23. The online system for applications to be made has developed since it was introduced in 2006. Over 50% of applications for September 2010 intakes were received electronically.

Risk Assessment

24. Were the Local Authority not to determine co-ordinated schemes for its maintained schools, the Secretary of State would impose a scheme on us.
25. The Office of the Schools Adjudicator has a monitoring role to play in regard to admission arrangements and it is a statutory duty to have these in place by 15 April 2009 for admissions to schools in 2010.

Financial Implications

26. There have been additional costs associated with co-ordinated admission arrangements. These have been recognised by the Cabinet on a previous occasion. Additional staffing and software has been provided for the school admissions team.
27. There will also be increased printing costs since the required forms will be produced and printed by the central admissions team rather than by individual admission authorities. These costs have been added to the working budget.
28. The needs of in-year co-ordination and the requirement to co-ordinate across county boundaries for primary schools in the future will increase the pressure on the School Admissions Team. The working budget has been increased to take account of this need.

Legal Implications

29. The Local Authority has a statutory duty to determine schemes for the co-ordination of admissions and admission arrangements for voluntary controlled and community schools. If it fails to do so the Secretary of State would impose schemes on us.

Options Considered

30. It is a legal requirement to have these policies in place and so no alternative has been considered.
31. The schemes and arrangements as presented have been sent out to all schools for consultation and no alternative suggestions have been received.

Conclusion

32. Cabinet is asked to approve the appended schemes which will become the determined admission policy for Wiltshire for 2011/12.

CAROLYN GODFREY
Director, Department for Children and Education

Report Author
Bryan Cash Education Officer (Admissions), School Buildings and Places

Background Papers

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

Appendices

- a) Proposed Scheme for the Co-Ordination of Secondary Admissions 2011/12
- b) Proposed Scheme for the Co-Ordination of Primary Admissions 2011/12
- c) Proposed Admission Arrangements for VC&C Secondary Schools 2011/12
- d) Proposed Admission Arrangements for VC&C Primary Schools 2011/12
- e) Types of Schools- Background Information

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Co-ordinated Scheme for Secondary School Admissions for 2011/12

Status : Proposed to Cabinet following Admission Forum

Proposed Co-ordinated Admissions Scheme for secondary school admissions for year 2011/12.

Introduction

1. This scheme for co-ordinated admissions is pursuant to section 89(b) of the School Standards and Framework Act 1998, for co-ordinating the arrangements for the admission of pupils to secondary schools within the LA area. It applies to secondary schools in Wiltshire with effect from September 2011 intakes. There will be an annual review of the scheme as per the School Admissions Code in force at the time.

Interpretation and Glossary

2. In this scheme –

“the LA” means Wiltshire Council acting in their capacity as a local (education) authority;

“the LA area” means the County of Wiltshire;

“primary education” has the same meaning as in section 2(1) of the Education Act 1996;

“secondary education” has the same meaning as in section 2(2) of the Education Act 1996;

“primary school” has the same meaning as in section 5(1) of the Education Act 1996;

“secondary school” has the same meaning as in section 5(2) of the Education Act 1996;

“school” means a community, voluntary controlled, foundation or voluntary aided school, other than special schools, which is maintained by the LA;

“admission authority” in relation to a community or voluntary controlled school means the LA and, in relation to a foundation or voluntary aided school means the governing body of that school;

“the specified year” means the school year beginning in September 2011

“admission arrangements” means the determined arrangements which govern the procedures and decision making for the purposes of admitting pupils to a school;

“late admission” means any application for a place in the first year of primary or secondary education that is received between 31 October 2010 and 22 July 2011;

“additional application” means any application for a place in the intake year of secondary education that is received after 22 July 2011 or for any other year group in the school up to and including Yr 11;

“eligible for a place” means that a child’s name has been placed on a school’s ranked list within the school’s published admission number.

The Scheme

The Normal Admissions Round

3. In Wiltshire a child usually transfers to secondary school in the September following their eleventh birthday. A child who is sixteen on or after 1 September 2011 may leave secondary school no earlier than 30 June 2012. On this date the child ceases to be of compulsory school age.
4. Parents will be able to make an online application. Online applications will be made directly to County Hall, Trowbridge. If an online application has been submitted, a written application is not necessary. The online facility will be available at least from 1 September 2010 up until the deadline of 31 October 2010.
5. There will be a standard form for written applications known as the Secondary Common Application Form (SCAF) used for the admission of pupils into the first year of secondary education in the specified year.
5. The SCAF must be used as a means of expressing one or more preferences by a parent wishing to apply for a school place for their child either within or outside the county. The child must live in Wiltshire.
6. The LA will make arrangements to ensure
 - a) the SCAF is accompanied by written guidance notes explaining the coordinated admissions scheme, and
 - b) that copies are available on request from the LA and from all primary and secondary schools in the LA area, and
 - c) that an electronic version of the form is available for parents to make an online application.
7. The SCAF and accompanying guidance notes will invite the parent to express up to three preferences in rank order (schools may be inside or outside Wiltshire), and to give their reasons for each preference, explain that the parent will receive no more than one offer of a school place and specify the closing date and the address to which it must be returned. They will also confirm that:
 - a) a place will be offered at their highest ranked school at which they are eligible to be offered a place; or
 - b) if a place cannot be offered at any one of their preferred schools, and the child is living in Wiltshire, a place at an alternative school will be allocated.
8. Any school which operates criteria for selection by ability or aptitude must ensure that its arrangements for assessing ability or aptitude enable decisions to be made in accordance with the scheme's timescale as set out in the Appendix.
9. The governing body of a foundation or voluntary aided school can ask parents who have expressed a preference for their school on the SCAF, to provide additional information on a supplementary form only if the additional information is required in order to apply their oversubscription criteria to the application. Where a supplementary form is required it is the responsibility of the individual governing body to provide a

copy to each parent who has expressed a preference for the school on a SCAF and who has requested such a form.

10. Where a school receives a supplementary form it may not be regarded as a valid application unless the parent has also completed a SCAF which expressed a preference for that school. The SCAF or an online application must have been returned to the LA. It is the responsibility of schools using supplementary forms to inform the applicant that they must submit a SCAF to the LA.
11. The closing date for applications is **31 October 2010**. All Completed SCAFs are to be returned directly to the LA. Any SCAFs which are incorrectly returned to schools must be forwarded to the LA to be received by the deadline. Forms returned to schools and not received by the LA by 31 October 2010 will be treated as late applications.
12. The LA will send out an acknowledgement of receipt for each SCAF and all online applications. Applicants will be advised to contact the LA if they have not received an acknowledgement within ten working days of posting their application.
13. **Shared Responsibility.**
Where two adults have shared responsibility for a child they should agree before submitting an application form which school(s) to name as their preference(s). In cases of dispute, or when two application forms are submitted, the LA will process the application received from the adult with whom the child is living. The address on the child benefit notification letter will be taken as evidence of residency.

Determining offers

14. The LA will act as a clearing house for the allocation of places by the relevant admission authorities in response to the SCAFs. The LA will only make a decision with respect to the offer or refusal of a place in response to any preference expressed on the SCAF where-
 - a. it is acting in its separate capacity as an admission authority, or
 - b. an applicant is eligible for a place at more than one school, or
 - c. an applicant is not eligible for a place at any of the schools for which a preference was expressed.
15. The process by which the LA will allocate places is explained at paragraphs 19 -20.
16. **By 15 November 2010** where parents have nominated a secondary school outside the LA area, the LA will notify the relevant LA. Details of applications to selective schools in Wiltshire will be sent to those schools.
17. **By 23 November 2010** the LA will notify all Foundation and VA schools of every preference that has been expressed for that school.
18. **By 11 January 2011** the LA will provide a final list to all other admissions authorities of every preference that has been expressed for their school(s) including those considered as exceptional as outlined in paragraph 32 and those resident in other LA areas.

19. **By 7 February 2011** all foundation and voluntary aided schools must have considered all of the preferences for their school, and provide the LA with a ranked list of all applicants in accordance with the oversubscription criteria.
20. The LA will then match this ranked list against all other ranked lists and:
- Where the child is eligible for a place at only one of the preferred schools, a place at the school will be offered to the child.
 - Where the child is eligible for a place at two or more of the nominated schools, they will be offered a place at whichever school was their highest available preference.
 - Where the child is not eligible for a place at any of the nominated schools (and they live in Wiltshire), the child will be allocated a place at their designated school unless an alternative place is available within the safe statutory walking distance from their home address. Should this place subsequently be declined then it is the parent's responsibility to apply for an alternative school place.
21. **By 18 February 2011** the LA will inform other LAs of any places in Wiltshire schools which will be offered to their residents.
22. **By 28 February 2011** the LA will inform Wiltshire schools of the pupils to be offered places at their schools.
23. **On 1 March 2011** letters will be despatched to all parents who submitted an application form by 31 October 2010 offering a place at one school.
24. These offer letters will give the following information:
- a. The name of the school at which a place is offered;
 - b. The reasons why the child is not being offered a place at any of the other schools nominated on the SCAF;
 - c. Information about their statutory right of appeal against any decisions to refuse places at other preferred schools;
 - d. Contact details for the LA and the schools for which they expressed a preference.
25. **16 March 2011** is the deadline for parents to accept the place offered. Parents will be asked to respond to the LA. If they do not respond by this date it will be assumed that the place offered has been declined.
26. **By 30 March 2011** the LA will send every maintained school a list of those pupils who have accepted an offer at the school.

Testing

27. Where a selection test of any kind is part of the school's admission arrangements, the admission authority for the school must make it clear to the parent that they are required to express a preference on the SCAF lodged with the LA for that school before their child is tested.

28. No school may allow a child to undertake any test for ability or aptitude unless that school is one of the preferences named on the SCAF.

29. Parents may not be notified of the result of any selection test before the offer date of 1 March 2011; the result of any grammar school test will be sent out immediately on or after 1 March 2011 by those schools.

Late Applications for normal round of admissions

30. Late applications, ie those received after the deadline for the normal admissions round, will not be considered until after all of those which were received on time have been processed.

31. Only in exceptional circumstances such as those listed here will a late application be considered at the same time as applications received by the deadline of 31 October 2010

- a. The illness/death of a close relative such that meeting the deadline was not possible.
- b. Where there has been a change of family circumstances after the deadline date which has a significant effect on the preferences given on the original application. (If this is a house move this must have been completed with an exchange of contracts before noon 7 Jan 2011.)
- c. A move into Wiltshire from outside the county after the deadline date but before noon 7 January 2011. Confirmation of the new address (in the form of an exchange of contracts or a tenancy agreement) must be provided before noon on 7 January 2011.
- d. Service Personnel moving to a Wiltshire address after the deadline date. A posting notice must be provided before noon 7 January 2011.
- e. Any application for a Wiltshire school from outside the county which was lodged before the closing date of the home authority.
- f. Where there has been a delay in the LA receiving the application due to an administrative error by a school or/and DCE staff.
- g. Where a common application form has not been received by the LA but the parent can provide proof of postage – NB the return of a tear off slip to the present school will not constitute a proof of postage.
- h. Where written evidence from a specialist (such as the Ethnic Minority Achievement Service) is available showing that it would be detrimental to the family unit to split siblings;
- i. Where a Wiltshire resident submits a valid application prior to the deadline naming a selective school(s) outside Wiltshire and subsequently wishes to change these preferences to name a non selective school(s).

Such late applications can only be considered if they are received by the LA before noon on **7 January 2011**.

Documentary evidence should be provided with the application (or at the latest by noon 7 January 2011) to verify the circumstances which caused the late application to be made. If evidence cannot be provided, the application will not be treated as an exception.

32. Any applications received by a maintained school after 31 October 2010 should be

sent to the LA on receipt.

Applications Received between 31 October 2010 and 1 March 2011

33. Any late applications (except those covered by paragraph 32) received by the LA will not be considered before 2 March 2011. All applications received between 31 October 2010 and 1 March 2011 will be considered together with any applicant previously refused a place and if necessary will be prioritised using the oversubscription policy in place at that time.
34. For any applications received by 1 March 2011, the LA will send out a list to any foundation or voluntary aided school named as a preference **on or before 10 March 2011**. VA and F schools should return a confirmation as to whether or not a place can be offered for each applicant. If more than one application has been received then a ranked list will be returned to the LA no later than 19 April 2011.
35. The LA will then match the returns from all schools and will make an allocation of one place for each applicant:
- Where the child is eligible for a place at only one of the preferred schools, a place at the school will be offered to the child.
 - Where the child is eligible for a place at two or more of the nominated schools, they will be offered a place at whichever school was their highest available preference.
36. Where the child is not eligible for a place at any of the nominated schools and the child lives in Wiltshire, they will be allocated a place at a school. This will be their designated school or may be at another school to which there would be an entitlement to free school transport if it were outside the statutory three mile distance from the home.
37. On or before 26 April 2011 letters will be despatched by the LA to all parents who submitted an application form which was received between noon on 31 October 2010 and 1 March 2011. The letter will offer a place at one school.

Applications received after 1 March 2011

38. Any applications received by the LA for a maintained school received after 1 March 2011 will be dealt with as soon as possible with allocations to a single school being made and offer letters sent out from the LA as soon as is practically possible.
39. The LA will contact all foundation and aided schools named as a preference on an application form to determine whether or not a place is available. An offer will be made for the school named as the highest preference where there is an identified place. Where the child is not eligible for a place at any of the nominated schools, and the child lives in Wiltshire, the child will be allocated a place at their designated school unless an alternative place is available within the safe statutory walking distance from their home address.

40. On or before 31 August 2011 the LA will send out a list to all maintained schools in Wiltshire showing those pupils expected to start in the school at the beginning of the 2011/12 school year.

In Year Applications (for years outside the normal intake year for the school) – effective from September 2010.

41. The LA will make available copies of the Admissions Guide and SCAF through all primary and secondary schools and on request from County Hall.

42. All applicants for a school place must complete an application form which should be returned to the LA. The applicant must live in Wiltshire.

43. Where a maintained school receives an in year application form expressing a preference for that school the form should be forwarded to the LA within 5 school days of receipt.

44. Where the LA receives an in year application form expressing a preference for a Foundation or VA school the application will be forwarded to the school within 5 school days of receipt. Applications for schools outside Wiltshire will be passed on to the maintaining local authority.

45. For a Foundation or VA school, the school's governing body is responsible for deciding the outcome of the application and advising the LA accordingly within 10 school days of the date on which the information was received by the school.

46. A decision letter will be sent out by the local authority within twenty school days of receiving the application form and this will provide information, if appropriate, about the statutory right of appeal.

47. If an application has been passed on to a selective school, it is recognised that such a school will not be able to make a response to the LA until after the result of an appropriate selection test has been received. The selective school will inform the LA of the outcome of the application as soon as possible after the result of any selection test is known. A decision letter will be sent out by the local authority and will provide information, if appropriate, about the statutory right of appeal.

48. Children not placed at one of their preferred schools will be considered under the Fair Access Protocol.

49. Waiting lists for schools must be kept and will be managed as per the admission arrangements for the particular school involved. Waiting lists will be kept in order of the relevant oversubscription criteria and not in date order of receipt.

Applications for transfer at a future date

50. Applications for transfer will be considered a maximum of one traditional term in advance. Where early applications are received the admission authority will advise the parent that their application will not be considered until a specified later date. Details of early applications received directly by the LA will be sent on to all Foundation and VA

schools at the earliest date they are eligible for consideration. Following this the process described above (paragraphs 46 – 49) will be applied.

Children from overseas.

51. Children who hold a full British Citizen passport or children whose passport has been endorsed to show they have the right of abode in the country are entitled to apply for a place at a maintained school. The passport or visa should be made available for inspection before an offer of a school place can be made. Asylum Seekers should make available evidence of their right of abode as provided by the National Asylum Support Service.
52. Applications on behalf of children currently living outside the UK will be considered but until the children are resident in the country their home address will be considered as being their place of residence outside the UK. Exceptions to this would be instances where the children are of parents returning from foreign postings, such as UK service personnel and other crown servants (including diplomats) who have been posted abroad on a fixed term contract and who are returning to live within the UK. Proof of the future UK residency (or a service unit's postal address) will be required if application is made to an oversubscribed school.

Fair Access Protocol

53. Schools will act in accordance with the Fair Access Protocol which has been adopted to give access to educational provisions for hard to place children and includes those children and young people of compulsory school age in some or all of the following categories:-
- ◆ those who are in care of a Local Authority (previously known as Looked After) * (see below)
 - ◆ those attending a YPSS centre who need to be reintegrated back into mainstream education;
 - ◆ those who are permanently excluded*;
 - ◆ those who are out of education for longer than one school term.
 - ◆ those whose parents have been unable to find them a place after moving into the area because of a shortage of places;
 - ◆ those withdrawn from schools by their family following fixed term exclusions and unable to find another place.
 - ◆ those who are refugees or asylum seekers;
 - ◆ those who are homeless;
 - ◆ those without a school place and with a history of serious attendance problems;
 - ◆ those with unsupportive family backgrounds, where a place has not been sought;
 - ◆ those known to the police or other agencies;
 - ◆ those who are carers;
 - ◆ those who have special educational needs (SEN) but without statements;
 - ◆ those who are travellers; and/or
 - ◆ those with disabilities or medical conditions.

* Exception to this protocol- The Local Authority (Wiltshire) has the legal power to direct a school to admit a child in its care to a school best suited to that child's needs. This action will be taken in the best interests of the child.

54. In the vast majority of cases children and young people requiring a school place will continue to be admitted in accordance with the usual admission procedures rather than through this protocol

Appendix: 2010/11 Timetable for Secondary Co-ordination (WILTSHIRE)

- 31 October 2010:** Closing date for all Common Application Forms to be received by the School Admissions Team at County Hall. Applications must be received by the LA by noon on this date.
- 15 November 2010: Details of applications which include preferences for schools in other LAs to be sent to those LAs. Details of applications to selective schools in Wiltshire sent to those schools.
- 23 November 2010 : Details of applications to be sent to Foundation and VA schools.
- 7 January 2011: Last date for any exceptional applications to be considered.
- 11 January 2011: Final list sent out from LA to all admission authorities.
- 7 February 2011: Foundation and VA schools to provide the LA with ranked lists of applicants.
- Between 6 February and 20 February, the LA will match the ranked lists of all the schools and allocate places as described at paragraph 16.
- 18 February 2011: The LA will inform other LAs of any offers of places at Wiltshire schools to be made to applicants resident in their areas.
- 28 February 2011 : By this date the LA will provide schools which details of those children to be offered places at the school.
- 1 March 2011:** **Notification letters despatched and sent to parents.**
- 16 March 2011 : Last date for offers to be accepted by parents. Acceptances sent to LA.
- 29 March 2011: The LA will send list of pupils accepting a place to every maintained school.
- 20 April 2011: LA notified by schools of decisions regarding applications received after deadline and before 1 March 2011.
- 26 April 2011: Notification letters sent out by LA for all applications received between deadline and 1 March 2011.
- LA continues to send out notification letters to all applicants for all maintained schools.
- 31 August 2011 LA will send out a list to all maintained schools showing the pupils expected to join the school at beginning of 2010/11 school year.

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Co-ordinated Scheme for Primary School Admissions for 2011/12

Status : Proposed to Cabinet following Admissions Forum

Proposed Co-ordinated Admissions Scheme for Primary schools within Wiltshire for year 2011/12.

Introduction

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Interpretation and Glossary

2. In this scheme –

“the LA” means Wiltshire Council acting in their capacity as a local (education) authority;

“the LA area” means the County of Wiltshire;

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“Primary education” has the same meaning as in section 2(2) of the Education Act 1996;

“primary school” has the same meaning as in section 5(1) of the Education Act 1996;

“Primary school” has the same meaning as in section 5(2) of the Education Act 1996;

“school” means a community, voluntary controlled, foundation or voluntary aided school, other than special schools, which is maintained by the LA;

“admission authority” in relation to a community or voluntary controlled school means the LA and, in relation to a foundation or voluntary aided school means the governing body of that school;

“the specified year” means the school year beginning in September 2011

“admission arrangements” means the determined arrangements which govern the procedures and decision making for the purposes of admitting pupils to a school;

“late admission” means any application for a place in the first year of primary or infant education or the first year of junior education that is received after 15 January 2011.

“additional application” means any application for any other year group in the school up to and including Yr 6;

“eligible for a place” means that a child’s name has been placed on a school’s ranked list within the school’s published admission number.

The Scheme

The Normal Admissions Round

3. Starting School

There is a legal entitlement for all three and four years olds to have access to fifteen hours free early education per week - available from registered childminders, school-based childcare, Sure Start centres, pre-schools, day nurseries, playgroups, or nursery schools.

A child must be in full-time education in the term following their fifth birthday. In Wiltshire children can start school at the earliest from the September following their fourth birthday. Full time provision will be made available in all reception classes for all children from September 2011.

4. Parents will be able to make an online application. Online applications will be made directly to County Hall, Trowbridge. If an online application has been submitted, a written application is not necessary. The online facility will be available at least from 1 September 2010 up until the deadline of 15 January 2011.
5. There will be a standard form for written applications known as the Primary Common Application Form (PCAF) used for the admission of pupils into the first year of Primary education in the specified year.
6. Unless an online application has been made, the PCAF must be used as a means of expressing one or more preferences by a parent wishing to apply for a school place for their child either within or outside the county. The child must live in Wiltshire.
7. The LA will make arrangements to ensure
 - a) the PCAF is accompanied by written guidance notes explaining the coordinated admissions scheme, and
 - b) that copies are available on request from the LA and from all primary and Primary schools in the LA area, and
 - c) that an electronic version of the form is available for parents to make an online application.
8. The PCAF and accompanying guidance notes will invite the parent to express up to three preferences in rank order (schools may be inside or outside Wiltshire), and to give their reasons for each preference, explain that the parent will receive no more than one offer of a school place and specify the closing date and the address to which it must be returned. They will also confirm that:
 - a) a place will be offered at their highest ranked school at which they are eligible to be offered a place; or
 - b) if a place cannot be offered at any one of their preferred schools, and the child is living in Wiltshire, a place at an alternative school will be allocated.
9. Split Site Schools. Where a school operates from separate bases and at each base provides for the full primary age range (ie both Key Stage 1 and Key Stage 2), the two sites will be treated as separate schools for admissions purposes. This means that an

application must name the site preferred. An applicant can use two preferences to name both sites.

10. The governing body of a foundation or voluntary aided school can ask parents who have expressed a preference for their school on the PCAF, to provide additional information on a supplementary form only if the additional information is required in order to apply their oversubscription criteria to the application. Where a supplementary form is required it is the responsibility of the individual governing body to provide a copy to each parent who has expressed a preference for the school on a PCAF and who has requested such a form.
11. Where a school receives a supplementary form it may not be regarded as a valid application unless the parent has also completed a PCAF which expressed a preference for that school. The PCAF or an online application must have been returned to the LA. It is the responsibility of schools using supplementary forms to inform the applicant of the need to submit a PCAF to the LA.
12. The closing date for applications is **15 January 2011**. All Completed PCAFs are to be returned directly to the LA. Any PCAFs which are incorrectly returned to schools must be forwarded to the LA to be received by the deadline. Forms returned to schools and not received by the LA by 15 January 2011 will be treated as late applications.
13. The LA will send out an acknowledgement of receipt for each PCAF and all online applications. Applicants will be advised to contact the LA if they have not received an acknowledgement within ten working days of posting their application.
14. **Shared Responsibility.**
Where two adults have shared responsibility for a child they should agree before submitting an application form which school(s) to name as their preference(s). In cases of dispute, or when two application forms are submitted, the LA will process the application received from the adult with whom the child is living. The address on the child benefit notification letter will be taken as evidence of residency.

Determining offers

15. The LA will act as a clearing house for the allocation of places by the relevant admission authorities in response to the PCAFs. The LA will only make a decision with respect to the offer or refusal of a place in response to any preference expressed on the PCAF where-
 - a. it is acting in its separate capacity as an admission authority, or
 - b. an applicant is eligible for a place at more than one school, or
 - c. an applicant is not eligible for a place at any of the schools for which a preference was expressed.
16. The process by which the LA will allocate places is explained at paragraphs 19 -20.
17. **By 1 February 2011** where parents have nominated a Primary school outside the LA area, the LA will notify the relevant LA.

18. **By 11 February 2011** the LA will notify all Foundation and VA schools of every preference that has been expressed for that school.
19. **By 28 February 2011** the LA will provide a final list to all other admissions authorities of every preference that has been expressed for their school(s) including those resident in other LA areas.
20. **By 25 March 2011** all foundation and voluntary aided schools must have considered all of the preferences for their school, and provide the LA with a ranked list of all applicants in accordance with the oversubscription criteria.
21. The LA will then match this ranked list against all other ranked lists and:
 - Where the child is eligible for a place at only one of the preferred schools, a place at the school will be offered to the child.
 - Where the child is eligible for a place at two or more of the nominated schools, they will be offered a place at whichever school was their highest available preference.
22. Where the child is not eligible for a place at any of the nominated schools and the child lives in Wiltshire, they will be allocated a place at a school. This will be their designated school or at another school (to which there would be an entitlement to free school transport if it were outside the statutory three mile distance from the home). Should this place subsequently be declined then it is the parent's responsibility to apply for an alternative school place.
23. **By 31 March 2011** the LA will inform other LAs of any places in Wiltshire schools which will be offered to their residents.
24. **By 15 April 2011** the LA will inform Wiltshire schools of the pupils to be offered places at their schools.
25. **On 21 April 2011** letters will be despatched to all parents who submitted an application form by 15 January 2011 offering a place at one school.
26. These offer letters will give the following information:
 - a. The name of the school at which a place is offered;
 - b. The reasons why the child is not being offered a place at any of the other schools nominated on the PCAF;
 - c. Information about their statutory right of appeal against any decisions to refuse places at other preferred schools;
 - d. Contact details for the LA and the schools for which they expressed a preference.
27. **10 May 2011** is the deadline for parents to accept the place offered. Parents will be asked to respond to the LA. If they do not respond by this date it will be assumed that the place offered has been declined.
28. **By 20 May 2011** the LA will send every maintained school a list of those pupils who has accepted a place at that school.

Late Applications for normal round of admissions

29. Late applications, ie those received after the deadline for the normal admissions round, will not be considered until after all of those which were received on time have been processed.
30. Any applications received by a maintained school should be sent to the LA on receipt.

Applications received after 15 January 2011

31. Any applications received by the LA for a maintained school received after 15 January 2011 will be dealt with as soon as possible with allocations to a single school being made and offer letters sent out from the LA as soon as is practically possible.
32. Any applications received by any maintained school should be forwarded to the LA within 5 days of receipt.
33. The LA will contact all foundation and aided schools named as a preference on an application form to determine whether or not a place is available. An offer will be made for the school named as the highest preference where there is an identified place. Where the child is not eligible for a place at any of the nominated schools, the child will be allocated a place at their designated school unless an alternative place is available within the safe statutory walking distance from their home address.
34. Any late applications received by the LA after 22 July 2011 which express a preference for an aided or foundation school will be forwarded to the school within five school days of receipt at which time the process described below for in year applications will apply.
35. On or before 31 August 2011 the LA will send out a list to all maintained schools in Wiltshire showing those pupils expected to start in the school at the beginning of the 2011/12 school year.

In-Year Applications (for years outside the normal intake year for the school) effective from 1 September 2010 onwards

36. The LA will make available copies of the Admissions Guide and PCAF through all primary and Primary schools and on request from County Hall.
37. All applicants for any school place must complete an application form which should be returned to the LA. The applicant must live in Wiltshire.
38. Where any maintained school receives an in year application form expressing a preference for that school the form should be forwarded to the LA within 5 school days of receipt.
39. Where the LA receives an in year application form expressing a preference for a Foundation or VA school details of the application will be forwarded to the school within 5 school days of receipt. Applications for schools which are outside Wiltshire will be passed on to the maintaining authority.
40. For a Foundation or VA school, the school's governing body is responsible for deciding the outcome of the application and advising the LA accordingly within 10 school days of the date on which the information was received by the school.
41. A decision letter will be sent out by the local authority within twenty school days of receiving the application form and this will provide information, if appropriate, about the statutory right of appeal.
42. Children not placed at one of their preferred schools will be considered under the Fair Access Protocol.
43. Waiting lists for schools must be kept and will be managed as per the admission arrangements for the particular school involved. Waiting lists will be kept in order of the relevant oversubscription criteria and not in date order of receipt.

Applications for transfer at a future date

44. Applications for transfer will be considered a maximum of one traditional term in advance. Where early applications are received the admission authority will advise the parent that their application will not be considered until a specified later date. Details of early applications received directly by the LA will be sent on to all Foundation and VA schools at the earliest date they are eligible for consideration.

Children from overseas.

45. Children who hold a full British Citizen passport or children whose passport has been endorsed to show they have the right of abode in the country are entitled to apply for a place at a maintained school. The passport or visa should be made available for inspection before an offer of a school place can be made. Asylum Seekers should make available evidence of their right of abode as provided by the National Asylum Support Service.

46. Applications on behalf of children currently living outside the UK will be considered but until the children are resident in the country their home address will be considered as being their place of residence outside the UK. Exceptions to this would be instances where the children are of parents returning from foreign postings, such as UK service personnel and other crown servants (including diplomats) who have been posted abroad on a fixed term contract and who are returning to live within the UK. Proof of the future UK residency will be required if application is made to an oversubscribed school.

Fair Access Protocol

47. Schools will act in accordance with the Fair Access Protocol which has been adopted to give access to educational provisions for hard to place children and includes those children and young people of compulsory school age in some or all of the following categories:-

- ◆ those who are in care of a Local Authority (previously known as Looked After) * (see below)
- ◆ those attending a YPSS centre who need to be reintegrated back into mainstream education;
- ◆ those who are permanently excluded*;
- ◆ those who are out of education for longer than one school term.
- ◆ those whose parents have been unable to find them a place after moving into the area because of a shortage of places;
- ◆ those withdrawn from schools by their family following fixed term exclusions and unable to find another place.
- ◆ those who are refugees or asylum seekers;
- ◆ those who are homeless;
- ◆ those without a school place and with a history of serious attendance problems;
- ◆ those with unsupportive family backgrounds, where a place has not been sought;
- ◆ those known to the police or other agencies;
- ◆ those who are carers;
- ◆ those who have special educational needs (SEN) but without statements;
- ◆ those who are travellers; and/or
- ◆ those with disabilities or medical conditions.

* Exception to this protocol- The Local Authority (Wiltshire) has the legal power to direct a school to admit a child in its care to a school best suited to that child's needs. This action will be taken in the best interests of the child.

48. In the vast majority of cases children and young people requiring a school place will continue to be admitted in accordance with the usual admission procedures rather than through this protocol

Appendix: 2011/12 Timetable for Primary Co-ordination (WILTSHIRE)

| | |
|-------------------------|---|
| 15 January 2011: | Closing date for all Common Application Forms to be received by the School Admissions Team at County Hall. Applications must be received by the LA by noon on this date. |
| 1 February 2011: | Details of applications which include preferences for schools in other LAs to be sent to those LAs. |
| 11 February 2011 : | Details of applications to be sent to Foundation and VA schools. |
| 25 March 2011: | Foundation and VA schools to provide the LA with ranked lists of applicants. |
| 31 March 2011: | The LA will inform other LAs of any offers of places at Wiltshire schools to be made to applicants resident in their areas. |
| 15 April 2011 : | By this date the LA will provide schools which details of those children to be offered places at the school. |
| 21 April 2011: | Notification letters despatched and sent to parents. |
| 10 May 2011 : | Last date for offers to be accepted by parents. Acceptances sent to LA. |
| 20 May 2011: | The LA will send list of pupils accepting a place to every maintained school. |
| 31 August 2011 | LA will send out a list to all maintained schools showing the pupils expected to join the school at beginning of 2011/12 school year. |

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**Admission Arrangements for Community
and Voluntary Controlled Secondary
Schools for 2011/12**

Status : Proposed to Cabinet following Admission Forum

SECONDARY ADMISSION ARRANGEMENTS

Wiltshire Council's proposed admission arrangements for admission to Voluntary Controlled and Community (VC and C) secondary schools for the 2011/12 academic year

1. General Information

This policy applies solely to applications for places at Voluntary Controlled (VC) and Community (C) Secondary Schools in Wiltshire. Foundation (F) and Voluntary Aided (VA) Schools are their own admission authorities and the governing bodies are responsible for determining their own procedures and policies.

Arrangements for the co-ordination of secondary admissions are made within the co-ordinated admissions scheme determined for 2011/12.

a. Designated Area

A designated area is a discrete geographical zone served by a school. The address that determines a child's designated area is the place where s/he is ordinarily resident with his/her parent(s) or legal guardian(s). Most schools have a discrete designated area but some addresses fall within areas shared by two or more schools. Children living outside the county boundary are treated as if the children live within Wiltshire but outside the designated area for the school(s) in question. Maps for each designated area are held by the local authority.

b. Preferences

Parents will be invited to state up to three ranked preferences. Each preference will be considered equally. This means that Wiltshire Council will consider all applications against the published admissions criteria without reference to how the school applied for has been ranked on the application form. As far as possible applicants will be offered a place at a school to which they have expressed a preference. Where the applicant has made more than one preference the Local Authority (LA) will make an offer at the highest ranked preference school with available places in accordance with the standard admission criteria. Where it is not possible to offer a place at a preferred school, and the applicant lives in Wiltshire, the LA will allocate a place. Allocations will be made after all expressed preferences have been considered. An applicant will normally be offered a place at the designated school for their home address. An alternative school may be allocated in cases where the designated school is full and the alternative school is within the safe statutory 3 mile walking distance and has places available or it is a school to which free home to school transport would be provided.

c. SEN pupils

Pupils with Statements of Special Educational Needs are required to be admitted to the schools named on their statements. Once a statement reaches the formal proposed stage the administration of the admission of the young person becomes the responsibility of Central SEN Services at which point this policy ceases to apply.

d. Deadline

The closing date for applications is 31 October 2010.

Written notification of the school place offered will be dispatched on Tuesday 1 March 2011 to the parents of those students living in Wiltshire whose application was received by the deadline.

All applications received after 31 October 2010, including those directed incorrectly to schools and not forwarded to the LA before the deadline, will be treated as additional applications and considered in accordance with the additional admissions policy in force at the time of the application and only after those applications received before the deadline have been determined.

e. Published Admission Number

A Published Admission Number (PAN) is agreed for each school annually and defines the number of places available for the year of entry. All applications must be agreed until the PAN has been reached and this figure will not be exceeded other than in exceptional circumstances. For example, a child living within a school's designated area and for whom no reasonable alternative school place is available, would be allocated a place at the designated school even if this exceeded the PAN. Reasonable in this circumstance is defined as a school within the statutory 3 mile safe walking distance from the child's home address or a school to which free home to school transport would be provided.

f. Shared Responsibility

Where two adults have shared responsibility for a child they should agree before submitting an application form which school(s) to name as their preference(s). In cases of dispute, or when two application forms are submitted, the LA will process the application received from the adult with whom the child is living. The address on the child benefit notification letter will be taken as evidence of residency.

g. Multiple Births

The LA will endeavour to place siblings born at the same time (eg twins, triplets etc) in the same school. If necessary schools will be required to admit over PAN to accommodate such children.

2. Oversubscription Criteria

Where a secondary school is over-subscribed, places are allocated to children in order of the ranked criteria listed below:

1. Children in Care

Children in Care (Looked After Children) as defined in Section 22 of the Children's Act 1989.

2. Vulnerable Children

Children from families registered with the National Asylum Support Service, children with a medical condition where written evidence is available from a senior clinical medical officer and the child's general practitioner or specialist showing that it would be detrimental to the child's health not to admit him/her to the school, children with particular educational needs where written evidence is available from Central SEN services to show that it would be detrimental to the child not to be admitted to the school;

3. Designated area and Shared Area Multiple Births

Children who are twins (or other children of multiple births) applying for places at the same time and who are living at the same address which is within the designated area or shared area of the school;

4. Designated Area Siblings and Shared Area Siblings

A child is considered under this criterion if a sibling is attending the school as at the deadline date and where the child lives within the designated area or shared area at the

same address as the sibling. The sibling must not be in year 11, 12 or 13 of the school at the deadline date. Step, half and foster siblings are included in this category;

5. Other Children from the Designated Area or Shared Area

Children resident within the designated area or shared area who do not qualify under one of the criteria above.

6. Other multiple births

Children who are twins (or children of other multiple births) applying for places at the same time and who live at the same address which is outside the designated or shared area for the school;

7. Other Siblings

A child is considered under this criterion if a sibling is attending the school as at the deadline date and where the child lives at the same address as the sibling. The sibling must not be in year 11, 12 or 13 at the deadline date. Step, half and foster siblings are also included in this category;

8. Other children

Children to whom none of the above criteria apply.

Tie Break

If the school is oversubscribed within any of the above categories the straight-line distance from the child's home address to the school will be used as the determining factor. Distances will be measured according to the Ordnance Survey eastings and northings for the child's home address and the school. Those living closer to the school will be given priority.

If two or more children with the same priority for admission live an indistinguishable distance from the preferred school, but cannot all be admitted then the available places will be decided by means of casting lots.

3. Early or Delayed Transfer

Early transfer

Children may only transfer early to a secondary school if it can be shown that they are exceptionally mature and would benefit from accelerated learning. Each such request involves consultation with the current school, the school to which the child wishes to transfer and where appropriate, the Authority's professional adviser(s). The application will not be agreed if one or more parties consider that the transfer would be inappropriate.

Delayed transfer

Children may remain for a further year in a primary-phase school if it can be shown that they have exceptional needs. Each such request involves consultation with the current school, the school to which the child would otherwise wish to transfer and, where appropriate, the LA's professional adviser. The application will not be agreed if one or more parties consider that the delay would be inappropriate and the child's name will be removed from the school roll at the same time as his/her chronological peers.

Reference will be made to the Protocol on Delayed Transfer or Retention of Pupils out of their Chronological Year Group due to Special Educational Needs (as attached as an appendix to these arrangements).

4. Waiting Lists

Waiting lists will be maintained for all intake year groups in schools. Children will automatically be added to these lists if a preference higher than the school place offered has been refused. All applicants have the right of appeal against any refusal of a place. The existence of a waiting list does not remove this right from any unsuccessful applicant.

The position on the list will be determined by applying the published over-subscription criteria and not by date order of receipt. This will mean a position will change if a later application is received from someone with higher priority according to the oversubscription criteria.

Waiting lists for the intake year will close on 22 July 2012.

Parents may submit a fresh application for the next academic year group which will be considered from 26 April 2012 onwards.

Places that become available will not be offered to pupils who are not on the waiting list.

Notes:

- Names will only be removed from the lists if a written request is received or if the offer of a place that becomes available is declined.
- Registration of interest on a school's Pre-Admission List will not be considered as an application for a school place.
- Parents must contact any Voluntary Aided or Foundation school concerned to obtain information on the existence and or maintenance of a waiting list.

5. Additional or in year Applications

These are applications received after the intake deadline and any applications received for other year groups.

Other than in exceptional circumstances and in agreement with the two schools involved, a transfer will, if the applicant is not moving address, only be considered as being for the start of the next traditional term.

Any additional applications will be considered together with any applications already on a school's waiting list.

Applications received at least one traditional term before the term in which admission is being sought are considered together and are ranked using the oversubscription criteria listed in paragraph 2.

Applications received requesting more immediate admission are considered in the order that the School Admissions Team receives them. If more than one additional application for a particular school is received on the same date places are allocated to children in order of the ranked criteria as listed above.

In all cases parent(s)/guardian(s) will be invited to state up to a maximum of three secondary ranked preferences. An offer will be made at the school listed as highest preference which has an available place.

Requests for places in year groups other than the one relating to the child's chronological age will only be agreed, if supported by the LA's relevant professional adviser(s) and the school.

Pupils with statements of Special Educational Needs must be admitted to the school named on their statements. Once a statement reaches the formal proposed stage the administration of the admission of the young person becomes the responsibility of Central SEN Services at which point this policy ceases to apply.

An admission number, which applies to the normal year of entry, is agreed for each school annually. Applications will generally be agreed until this Published Admission Number (PAN) for the year group in question has been reached or until the net capacity of the school has been reached. Exceptionally, a challenging child may be refused admission either if the school has a particularly high concentration of pupils with challenging behaviour or the child is particularly challenging **and**, in either case, the school:

- requires special measures or has recently come out of them (within the last two years);
- has been identified by Ofsted as requiring significant improvement and therefore given 'notice to improve';
- is subject to a formal warning notice by the local authority;
- is a Fresh Start school or Academy open for less than two years; or
- is a secondary school where less than 20% of children are achieving 5 or more A*-C GCSEs including English and mathematics, or a primary school where fewer than 55% of pupils achieve level 4 or above at Key Stage 2 in both English and mathematics for four or more consecutive years.

Applications for a child's designated school which would exceed the admission number will usually be agreed in cases where a reasonable alternative place is not available. Reasonable in this circumstance means a school within the statutory safe 3 mile walking distance from the child's home address or a school to which free home-to-school transport would be provided.

An application for a school which would exceed the admission number will be agreed if the child has particular learning needs identified by Central SEN Services which cannot be met at an alternative school.

Any child refused a place at a school will be placed on the waiting list for that school (which will be kept in order using oversubscription criteria not date of receipt of application).

6. Sixth Form Admissions

Parents or students wishing to enrol for sixth form courses at Voluntary Controlled or Community Secondary Schools should in the first instance contact the school and ask for a copy of the sixth form prospectus. This will detail the courses offered at the school and any specific entry requirements for any of those courses. The school will require an application form to be completed should the parent or student wish to make a formal application to join the school's sixth form.

7. Appeal Process

Parents have a right of appeal to an independent panel against any decision made by or on behalf of the Authority as to the school at which education is to be provided for their child.

Information about the appeal procedure will be provided where a place at one or more of the preferred schools has been refused. Appellants should contact the Customer Services Team (01225 713010) to obtain an appeals form which should be returned to Democratic and Members Service team at County Hall, Trowbridge. The clerk for the appeals panel will be provided by the D&M Service team.

8. Further Appeals

Unless there are significant and material changes, as agreed by the Director for Children and Education, in the circumstances of the parent, child or school relevant to a further application, a repeat application during the same academic year will not be considered and no fresh appeal can be made.

Where there have been material changes in circumstances and the repeat application is considered and again refused, the parents will have the right to a fresh appeal.

Parents who have appealed unsuccessfully can reapply for a place at the same school in a later academic year, and have a right of appeal if unsuccessful with that application.

Appendix

Protocol on Delayed Transfer or Retention of Pupils out of their Chronological Year Group due to Special Educational Needs

Introduction

The LA in its published admissions arrangements makes reference to delayed transfer of pupils when transferring from primary phase to the next phase of education.

In the admissions arrangements it is noted that children may remain for a further year in a primary phase school if it can be shown that the child is exceptionally immature. Each such request involves consultation with the parents, the current school, the school to which the child would otherwise wish to transfer and, where appropriate, the Admissions Authority's professional adviser. If one or more parties do not agree then the delay would not be appropriate and the child's name will be removed from the school roll at the same time as other pupils within the same chronological year group.

Pupils with Special Educational Needs

The issue of delayed transfer is sometimes raised for pupils with special educational needs, either at the infant/junior transfer or junior/primary/secondary transfer stage. It is not normally considered appropriate to educate pupils out of their year group unless there are exceptional circumstances. In cases where schools or parents are considering educating pupils out of the year group for pupils at School Action Plus or with a Statement of Special Educational Need it is necessary for the following to happen.

The Local Education Team should be involved and a team member together with the school must provide advice on the nature and degree of the pupil's difficulties and:

- a. How these compare to his/her peers i.e. those in the year group which he or she should be educated.
- b. How the delayed transfer or retention of the pupil will help alleviate any difficulties he or she experiences.
- c. The likely emotional, social, academic effects on retaining out of year group.
- d. What steps would be necessary to include the pupil within his/her peer group in order to transfer at the expectant time or remain with his or her chronological year group.

NB. In line with the Code of Practice the schools must make reasonable adjustments to include pupils who have been identified as having a special educational need.

- Where a pupil has a Statement of Special Educational Needs the issue of being retained out of the year group must be addressed at the Annual Review prior to transfer.
- The review prior to secondary transfer should be held in the summer term of Year 5.
- Where a pupil does not have a Statement of Special Educational Needs a School Action Plus review meeting should be held early in the autumn term. In this meeting it would be necessary to provide evidence. (See a-d previously stated) and agreement would need to be reached between all parties involved.
- The implications of delayed transfer or retention should be fully discussed with the current school, the receiving school, parents and Local Education Team member in order to fully explore the long term implications.

- One implication is that the pupil is still legally able to leave school when s/he reaches the statutory leaving age and whilst still in Year 10.
- It should also be noted that whilst a pupil is still in the infant stage of education it may not be obvious they are out of year group, but by the time they are in Year 10 the difference may be more apparent.
- It should also be noted that in the case of some special schools the pupils will automatically be put in their chronological year group rather than out of year group so this may have implications for pupils who require a special school placement in the long term.
- If following detailed discussion there is agreement that delayed transfer or retention is in the pupil's best interest, the notes of the meeting together with individual comments from the various members present should be forwarded to the Assessment & Placement Team for pupils with Special Educational Needs or the Local Education Team Co-ordinator in the case of pupils at School Action Plus.
- Schools will be informed of the outcome of the request at the transfer review stage or in the case of School Action Plus within a month of receipt of the request.
- It will be the responsibility of the school to inform the parents of the decision.

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**Admission Arrangements for Community
and Voluntary Controlled Primary Schools
for 2011/12**

Status : Proposed to Cabinet following Admissions Forum

PRIMARY ADMISSION ARRANGEMENTS

Proposed Wiltshire Council Admission Arrangements for Admissions to Voluntary Controlled (VC) and Community (C) Primary, Infant, and Junior Schools for the 2011/12 Academic Year

1. General Information

This policy applies solely to applications for places at Voluntary Controlled (VC) and Community (C) Primary, Infant and Junior schools. Foundation (F) and Voluntary Aided (VA) schools are their own admission authorities and the governing bodies are responsible for determining their own procedures and policies.

Arrangements for the co-ordination of primary admissions are made within the co-ordinated admissions scheme determined for 2011.

a) Designated Area.

A designated area is a discrete geographical zone served by a school. The address that determines a child's designated area is the place where s/he is ordinarily resident with his/her parent(s) or legal guardian(s). Most schools have a discrete designated area but some addresses fall within areas shared by two or more schools. Children living outside the county boundary are treated as if the children live within Wiltshire but outside the designated area for the school(s) in question. Maps of each designated area are held by the local authority.

b) Preferences

Parents will be invited to state up to three ranked preferences. Each preference will be considered equally. This means that Wiltshire Council will consider all applications against the published admissions criteria without reference to how the school applied for has been ranked on the application form. As far as possible applicants will be offered a place at a school to which they have expressed a preference. Where the applicant has made more than one preference the Local Authority (LA) will make an offer at the highest ranked preference school with available places in accordance with the standard admission criteria. Where it is not possible to offer a place at a preferred school, and the applicant lives in Wiltshire, the LA will allocate a place at an alternative school. Allocations will be made after all expressed preferences have been considered. An applicant will normally be offered a place at the designated school for their home address. An alternative school may be allocated in cases where the designated school is full and the alternative school is within the safe statutory walking distance and has places available or it is a school to which free home to school transport would be provided.

c) SEN children

Pupils with a statement of special educational needs are required to be admitted to the school named on their statement. Once a statement reaches the formal proposed stage the administration of the admission of the young person becomes the responsibility of Central SEN Services at which point this policy ceases to apply.

d) Deadline Date

The closing date for the normal round of applications is 15 January 2011.

All applications received after 15 January 2011 will be considered as additional applications and after all those received by the deadline have been determined, in accordance with the additional admissions policy which follows.

e) Published Admission Number

A Published Admission Number (PAN) is agreed for each school annually and defines the number of places available for the year of entry. All applications must be agreed until the PAN has been reached and this figure will not be exceeded other than in exceptional circumstances, for example, a child living in the designated area for whom there is no reasonable alternative place available would be admitted. "Reasonable" in this circumstance is defined as a school within the statutory safe walking distance from the applicants' home address of 2 miles for children aged under 8 and 3 miles for children aged 8 or over or it is a school to which free home to school transport would be provided.

f) Shared Responsibility

Where two adults have shared responsibility for a child they should agree before submitting an application form which school(s) to name as their preference(s). In cases of dispute, or when two application forms are submitted, the LA will process the application received from the adult with whom the child is living. The address on the child benefit notification letter will be taken as evidence of residency.

g) Multiple Births

The Local Authority will endeavour to place siblings born at the same time (eg twins, triplets etc) in the same school. If necessary schools will be required to admit over PAN to accommodate such children. Only where this would create an Infant Class Size in excess of 30 will this procedure not be followed and in such circumstances if there are fewer available spaces than the number of children, offers will be made for the elder/est child(ren) up to PAN, however the children will be offered an alternative school to which they can all/both be admitted.

2. Oversubscription Criteria

Where a school is over-subscribed, places are allocated to children in order of the ranked criteria listed below:

1. Children in Care

Children in Care (Looked After Children) as defined in Section 22 of the Children's Act 1989,

2. Vulnerable Children

Children from families registered with the National Asylum Support Service, children with a medical condition where written evidence is available from a senior clinical medical officer and the child's general practitioner or specialist showing that it would be detrimental to the child's health not to admit him/her to the school, children with particular educational needs where written evidence is available from Central SEN services to show that it would be detrimental to the child not to be admitted to the school;

3. Linked Infant School (this criterion applies to infant-to-junior transfer applications only)

Children who are pupils attending year 2 at the linked infant school as at the deadline date, irrespective of the status of the infant school, i.e. foundation, aided, community, or voluntary controlled;

4. Designated area and Shared Area Multiple Births

Children who are twins (or other children of multiple births) applying for places at the same time and who are living at the same address which is within the designated area or shared area of the school;

5. Designated Area Siblings and Shared Area Siblings

A child is considered under this criterion if a sibling is attending the school (or the linked junior school in the case of applications to an infants' school) as at the deadline date and will continue to attend the school at the time of entry, and where the child lives within the designated area or shared area at the same address as the sibling. Step, half and foster siblings are included in this category;

6. Other Children from the Designated Area or Shared Area

Children resident within the designated area or shared area who do not qualify under one of the criteria above.

7. Other multiple births

Children who are twins (or children of other multiple births) applying for places at the same time and who live at the same address which is outside the designated or shared area for the school.

8. Other Siblings

A child is considered under this criterion if a sibling is attending the school (or the linked junior school in the case of applications to an infants' school) as at the deadline date and will continue to attend the school at the time of entry, and where the child lives at the same address as the sibling. Step, half and foster siblings are included in this category;

9. Other children

Children to whom none of the above criteria apply.

Tie Break

If the school is oversubscribed within any category above,

the straight-line distance from the child's home address to the school will be used as the determining factor. Distances will be measured according to the Ordnance Survey eastings and northings for the child's home address and the school. Those living closer to the school will be given priority.

If two or more children with the same priority for admission live an indistinguishable distance from the preferred school, but cannot all be admitted, then the available places will be decided by means of casting lots (random allocation).

3. Starting School

There is a legal entitlement for all three and four years olds to have access to fifteen hours free early education per week - available from registered childminders, school-based childcare, Sure Start centres, pre-schools, day nurseries, playgroups, or nursery schools.

A school place will be made available for children from the September following their 4th birthday. Full-time education is available to all reception pupils.

Parents have the right to ask that their child attends part time and this will be provided by arrangement with the school governors.

Schools will be responsible for informing parents of the induction arrangements for new entrants to the reception class(es). These may involve a short period of part time provision or a phased entry at the beginning of Term 1.

4. Joint admission arrangements with pre-schools

A small number of schools enter into a formal joint arrangement with a pre-school or nursery to provide education jointly to children before they reach statutory school age. Such an arrangement usually involves each child attending school for some sessions each week and the pre-school or nursery school for the remaining sessions. The admission of a child to a joint arrangement pre-school or nursery school does not give priority in itself for admission to the partner school.

The date on which a child can be admitted to a joint arrangement must be no earlier than the start of the term following his or her 4th birthday but can be later than this.

Registration at any nursery or pre-school unit will not be considered as an application for a school place and no priority will be given to such children.

5. Early, deferred or delayed admission

Early admission

Admission earlier than the autumn term following the child's 4th birthday may be agreed in exceptional circumstances, such as medical or social factors that have an adverse effect on the child. The request must have the approval of the LA's professional adviser and there must be no suitable alternative pre-school provision available. Early admission will be agreed for a maximum of one traditional term before the next available normal entry date.

Deferred admission

Parent(s)/guardians may prefer to defer their child's admission to Reception to a later term. The place must be taken up within the same academic year as was originally offered and admission cannot be delayed beyond the statutory school start date, ie, places can be held open until January or April as long as the child joins the school no later than the start of the term following their 5th birthday. Notification of the intention to defer should be given directly to the school concerned as soon as possible once a place has been offered.

Delayed admission

Where a parent or guardian chooses to delay their child's admission beyond the current school year, the place originally offered cannot be held over and a fresh application is required. Children whose entry is delayed are generally expected to join their chronological peer group, ie year 1. Any request for a Reception place must have the approval of the Authority's professional adviser.

TISM: Transition Inclusion Support Meeting (TISM) is a multi-agency meeting to plan for the anticipatory needs of an individual child on entering mainstream school.

Where children have had a TISM, an outcome may be that a deferred start to school is mutually agreed in the best interests of the child. An application for transition funding can be made to support the child in their first two terms at school.

6. Waiting Lists

Waiting lists will be maintained for all intake year groups in schools. Children will automatically be added to these lists if a preference higher than the school place offered has been refused. All applicants have the right of appeal against any refusal of a place. The existence of a waiting list does not remove this right from any unsuccessful applicant.

The position on a list will be determined by applying the published over-subscription criteria and not by date order of receipt. This will mean a position will change if a later application is received from someone with higher priority according to the oversubscription criteria.

Waiting lists will close on Friday 22 July 2012.

A fresh application can be made for a place for the next academic year group but this will not be considered before 26 April 2012

Places that become available will not be offered to pupils who are not on the waiting list.

Notes:

- Names will only be removed from the lists if a written request is received or if the offer of a place that becomes available is declined.
- Registration of interest on a school's pre-admission list will not be considered as an application for a school place.
- Parents must contact any Voluntary Aided or Foundation school concerned to obtain information on the existence of a waiting list.

7. Additional or in year Applications

An additional application is one received after the deadline date given above or for any year group which is not the normal intake group for the school.

Other than in exceptional circumstances and in agreement with the two schools involved, a transfer will, if the applicant is not moving address, only be considered as being for the start of the next traditional term.

Any additional applications will be considered together with any applications already on a school's waiting list.

Applications received at least one traditional term before the term in which admission is being sought are considered together and are ranked using the oversubscription criteria listed in paragraph 2 above.

Applications received requesting more immediate admission are considered in the order that the School Admissions Team receives them. If more than one additional application for a particular school is received on the same date places are allocated to children in order of the ranked criteria as listed above.

In all cases parent(s)/guardian(s) will be invited to state up to a maximum of three ranked preferences. An offer will be made at the highest preferred school which has an available place.

Requests for places in year groups other than the one relating to the child's chronological age will only be agreed, if supported by the Authority's relevant professional adviser and the school.

Pupils with statements of Special Educational Needs must be admitted to the school named on their statements. Once a statement reaches the formal proposed stage the administration of the admission of the young person becomes the responsibility of Central SEN Services and at this point this policy ceases to apply.

An admission number, which applies to the normal year of entry, is agreed for each school annually. Applications will generally be agreed until this Published Admission Number (PAN) for the year group in question has been reached or until the net capacity of the school has been reached. Exceptionally, a challenging child may be refused admission either if the school has a particularly high concentration of pupils with challenging behaviour or if the child is particularly challenging **and**, in either case, the school:

- requires special measures or has recently come out of them (within the last two years);
- has been identified by Ofsted as requiring significant improvement and therefore given 'notice to improve';
- is subject to a formal warning notice by the local authority;
- is a Fresh Start school or Academy open for less than two years; or
- is a primary school where fewer than 55% of pupils achieve level 4 or above at Key Stage 2 in both English and mathematics for four or more consecutive years.

Applications for a child's designated school which would exceed the admission number will usually be agreed in cases where a reasonable alternative place is not available. "Reasonable" in this circumstance is defined as a school within the statutory safe walking distance from the applicants' home address of 2 miles for children aged under 8 and 3 miles for children aged 8 or over or it is a school to which free home-to-school transport would be provided.

An application for a school which would exceed the admission number will be agreed if the child has particular learning needs identified by Central SEN Services which cannot be met at an alternative school.

Any child refused a place at a school will be placed on the waiting list for that school (which will be kept in order using oversubscription criteria not date of receipt of application).

8. Appeals Procedure

Parents have a right of appeal to an independent panel against any decision made by or on behalf of the Authority as to the school at which education is to be provided for their child.

Information about the appeal procedure will be provided where a place at one or more of the preferred schools has been refused. Appellants should contact the Customer Services Team (01225 713010) to obtain an appeals form which should be returned to Democratic and Members Service team at County Hall, Trowbridge. The clerk to the appeals panel will be provided by the D&M Service team.

9. Further Appeals

Parents who have appealed unsuccessfully can reapply for a place at the same school in a later academic year, and have a right of appeal if unsuccessful.

Unless there are significant and material changes, as agreed by the Director for Children and Education, in the circumstances of the parent, child or school relevant to a further application, a repeat application during the same academic year will not be considered and no fresh appeal can be made.

Where there have been material changes in circumstances and the repeat application is considered and again refused, the parents will have the right to a fresh appeal.

Types of Schools – Background Information

There are four types of state school all of which receive funding from the local authority. They all follow the National Curriculum and are regularly inspected by the government; they are said to be “maintained schools”.

Community schools

A community school is run by the local authority, which:

- employs the staff
- owns the land and buildings
- decides which ‘admissions criteria’ to use (these are used to allocate places if the school has more applicants than places)

Community schools look to develop strong links with the local community, sometimes offering use of their facilities and providing services such as childcare and adult learning classes.

There are 66 mainstream community schools in Wiltshire

Foundation schools

Foundation schools are run by their own governing body, which employs the staff and sets the admissions criteria. Land and buildings are usually owned by the governing body or a charitable foundation.

There are 22 foundation schools in Wiltshire

Voluntary-aided schools

Voluntary-aided schools are mainly religious or ‘faith’ schools, although anyone can apply for a place. As with foundation schools, the governing body:

- employs the staff
- sets the admissions criteria

School buildings and land are normally owned by a charitable foundation, often the RC or CE Diocese. The governing body contributes to building and maintenance costs.

There are 64 VA schools in Wiltshire

Voluntary-controlled schools

Voluntary-controlled schools are similar to voluntary aided schools, but are run by the local authority. As with community schools, the local authority:

- employs the school's staff
- sets the admissions criteria

School land and buildings are normally owned by a charity, often the CE Diocese, which also appoints some of the members of the governing body.

There are 76 VC schools in Wiltshire

Admission Arrangements explain how children will be admitted to schools and in particular outline the criteria which will be used to allocate places if the school is oversubscribed for the intake year in September. The local authority sets the admission arrangements for voluntary controlled and community schools.

Co-Ordinated Schemes explain the process which has to happen before an allocation can be made. They say how applications to all maintained schools will be handled. Academies are included in the co-ordinated scheme and, for admissions purposes, operate in the same way as a foundation school.

WILTSHIRE COUNCIL

**CABINET
23 MARCH 2010**

Subject: CORPORATE PROCUREMENT STRATEGY 2010-2013

Cabinet Member: Councillor John Noeken - Resources

Executive Summary

The purpose of this report is to seek Member Approval to adopt the new Corporate Procurement Strategy for 2010-13. Member approval is needed to meet the requirements of the National Procurement Strategy and to ensure that the document and associated action plan are recognised and supported at an Executive level. If Cabinet are minded to support the proposed approval the new Strategy will be rolled out from the 1st April 2010.

Proposal

That Cabinet:

- (i) Note the report;
- (ii) Approve the adopt of the Procurement Strategy for 2010-2013;
- (iii) Request an Annual Report to review progress in meeting the Action Plan attached to the new strategy.

Reason for Proposal

High level executive approval of this document is required to support the Corporate adoption of the Action Plan and to ensure that it links with the Corporate Plan and Sustainable Communities Strategy.

**CARLTON BRAND
Director of Resources**

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WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: **CORPORATE PROCUREMENT STRATEGY 2010-2013**

Cabinet Member: **Councillor John Noeken - Resources**

Purpose of Report

1. The purpose of this report is to seek Cabinet Approval to adopt a new Corporate Procurement Strategy for 2010-2013. Cabinet endorsement is needed to meet the requirements of the National Procurement Strategy and to ensure that the document and associated action plans are agreed and supported at an Executive level. Approval will allow the Strategy and the Action Plan to be implemented throughout the organisation from 1st April 2010. Progress in achieving the action plan will be reported to Cabinet regularly.

Background

2. Adoption of a Corporate Procurement Strategy clearly linked to strategic key documents such as the Corporate Plan, the Sustainable Community Strategy and the Joint Strategic Needs Assessment is important to ensure the Council:
 - Has a clear vision of intended outcomes for local people which shapes our commissioning and procurement based on ongoing analysis and understanding of local need;
 - Uses our procurement activity and influence to improve the customer experience, quality and value for money of our services in a transparent way;
 - Reviews the competitiveness of services and achieve value for money, while meeting wider social, economic and environmental objectives;
 - Achieves declared efficiency savings within approved timescales;
 - Regularly monitors and reports progress in meeting ambitions targets.
3. Executive approval of the Strategy will demonstrate the Council's ambition to achieve procurement and commissioning excellence by managing it strategically and ensuring that procurement is clearly aligned with corporate objectives.
4. The new Strategy defines the contribution procurement is to make to strategic objectives, including improving services, driving up efficiency and sustainable development and delivering community plan objectives.
5. Development of the Strategy has involved a public consultation exercise (via the Council website) and full involvement of the Overview and Scrutiny Management Committee including two reviews under the 'Rapid Scrutiny' arrangements. The final draft attached to this report has been developed from the responses received.

Main Consideration for the Council

6. The purpose of the Procurement Strategy is to help the Council to achieve its vision of creating a better Wiltshire as well as the themes included in the Sustainable Community Strategy. With an annual spend of £325m on 'bought in' goods and services a robust Procurement Strategy and effective procurement arrangements will play a key role ensuring the most efficient, economic and effective use of resources in the pursuit of achieving the Council's vision.
7. This document sets out the Council's strategic approach to procurement. It is not intended to be a procurement manual; however, the principles contained within this strategy should be applied to all procurement activity. Consideration of this strategy is not optional and should be read in conjunction with the Contract Regulations and Procurement Guides.
8. Effective procurement is crucial in securing high quality, best value public services and the Government has highlighted that the development of a clear procurement strategy is a key step towards achieving Best Value and delivering the demanding efficiency targets in the latest Comprehensive Spending Review.
9. This Procurement Strategy also emphasises the increasing importance of Sustainable Procurement, using procurement to support wider social, economic and environmental objectives, in ways that offer real long term benefits.
10. Best value and efficiency targets will not be achieved if the authority fails to approach competition positively, taking full account of the opportunities for innovation and genuine partnerships which are available from working with others in the public, private and voluntary sectors. Importantly, this strategy seeks to balance two priorities:
 - delivering efficiencies and quality;
 - sustainable procurement, engaging with local and regional suppliers to promote the local economy and taking account of the social and environmental impact of spending decisions.
11. A mixed economy and sustainable approach to procurement also relies on developing a collaborative approach to procurement with other authorities and organisations to achieve economies of scale where appropriate.
12. This strategy provides a corporate focus for procurement. It embraces the authority's commitment to strategic procurement and sets out the Council's aspirations. It is not a "user manual"; more detail on procurement processes and issues will be found in the Contract Regulations and associated Procurement Guides.

Risk Assessment

13. The adoption of the Procurement Strategy is felt to carry no risk and each individual procurement project is required to develop a full risk register. Not adopting a Corporate Procurement Strategy would open Wiltshire Council to potential risk through non-compliance and poor service delivery.

Financial Implications

14. There are no direct financial implications of approving the Corporate Procurement Strategy 2010-2013 but, the adoption of a robust Procurement Strategy will play a distinctive role in delivering efficiency savings and ensuring the most efficient, economic and effective use of resources in the delivery of services to our community.

Legal Implications

15. There are no direct legal implications of adopting the Corporate Procurement Strategy. Individual procurement projects consider legal implications as part of the project planning processes.

Environmental Impact of the Proposal

16. Environmental assessments will be carried out as part of procurement projects. The Strategy provides the framework for achieving wider social, economic and environmental objectives through procurement activity.

Equality and Diversity Impact of the Proposal

17. Adoption of the Procurement Strategy will reinforce the duty to ensure that equality and cohesion is properly addressed in all procurement activity, irrespective of whether provided from within the Council or indirectly through another organisation. Consultation on the draft Procurement Strategy document has been open to all via the Wiltshire Council website.

Options Considered

18. No option other than the need to draft and consult on a new Procurement Strategy for Wiltshire Council has been considered.

Conclusion

19. Adoption of the new Procurement Strategy will ensure that Wiltshire Council commissions and procures quality services and supplies tailored to local needs and delivers sustainable outcomes and value for money.

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Background Papers

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

Responses from consultation process.

Appendices

Corporate Procurement Strategy 2010-2013



CORPORATE PROCUREMENT STRATEGY

2010/11 to 2012/13

Document Revision date: March 2010

Foreword by John Noeken

It is with pleasure I am able to provide a foreword for the Corporate Procurement Strategy, the first for the new Council.

This is an important document as the Corporate Procurement Strategy provides the framework for the Council to obtain value and social capital from all of its bought in goods and services. The strategy addresses all elements of the Procurement and Commissioning cycle and considers the many solutions available to the Council from the establishment of corporate contract, collaborative and consortia arrangements through to the development of long term strategic partnerships such as Public Private Partnerships and the use of the Private Finance Initiative.

In developing the new strategy it has been important to focus on the delivery of the Corporate goals but at the same time, try to balance two clear priorities:-

- Identifying and delivering efficiencies, but not at the expense of quality;
- Developing and embracing the principles of sustainable procurement.

The strategy will help deliver these priorities by encouraging the adoption of a mixed economy approach, evaluating on the basis of whole life costings and breaking down barriers to participate in Council opportunities. Using transparent processes the Council will commit to meeting its obligation to ensure that all of our procurement activity addresses relevant social, economic and environmental standards.

Progress towards meeting the ambitious targets contained within the strategy will be regularly monitored and I particularly welcome the involvement of the Overview and Scrutiny Management Committee in the development of this important corporate document.

To compliment the new Corporate Procurement Strategy the Council's Contract Regulations have recently been reviewed and revised. They not only reflect current changes to use SAP/SRM but also best practice and legislative changes to provide a framework enabling all the Council's buyers to demonstrate value for money. A series of Procurement Guides have also been developed to provide help and support for all officers who procure or commission goods, services and works and along with this strategy they will be regularly reviewed and updated.

John Noeken
Cabinet Member – Resources

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SECTION A - INTRODUCTION

A1 : Background

The Council spends about 75% of its operational budgets on purchasing goods and services from external suppliers, spending around £325m each year. This document is Wiltshire Council's three-year procurement strategy. The strategy is designed to build on the experiences and best practice prevalent in each of the five former Councils that were brought together to form Wiltshire Council. The strategy is intended to set out our priorities and approach for achieving increased efficiency and best value in our procurement activity over the next three years.

Efficiency and improved procurement are now very high on the agenda for local government, both nationally and as individual local authorities. The drivers for change include:

- [Wiltshire Council's new Corporate Plan](#)
- [Communities Local Government \(CLG\)](#) - Key Lines of Enquiry - Use of Resources
- [Comprehensive Spending Review 07](#)
- [Local Area Agreement](#)
- [Sustainable Procurement Task Force](#)
- [Compact](#), [Concordat](#) & [NPS](#)

The strategy sets an initial savings target of £8.2m to be identified during 2009/10 to be considered for the budget round for 2010/11 for reinvestment or as a contribution to efficiency savings targets. These procurement savings are in addition to those previously identified as part of the BMP and One Council procurement savings. This level of savings will make a significant contribution to the Council's overall efficiency agenda and will release resources for reinvestment in Council priorities and/or help to maintain low levels of Council Tax increase in future years. The Council wishes to maximise its opportunities to introduce efficiency savings through professional procurement practices and will set an appropriate annual savings target as part of the budget round.

The Strategy is owned by the Corporate Procurement and Commissioning Board (CPCB) and when it has been adopted by Cabinet will set the context and direction of all procurement activity undertaken within the authority. It is a high level document that will be supplemented by interpretative and procedural guidance for practitioners across the authority.

Effective procurement falls into three key stages

Stage 1 – Understanding where the money goes

An effective procurement strategy needs to be driven by a clear analysis of where money is spent in relation to business requirements, supplier and spend category.

Stage 2 – Effective Strategic Sourcing

On the basis of an understanding of business requirements and market conditions, the appropriate category specific procurement strategy needs to be developed. This can range from straight-forward supplier management and negotiation of discounts to more complex tendering and partnering arrangements.

Stage 3 – Effective Procurement Infrastructure and Processes

Once contracts or other purchasing arrangements are in place, the organisation needs to ensure compliance with corporate arrangements and ensure that systems and performance monitoring are in place to ensure that the savings and other benefits are retained.

This Strategy sets out a number of action points to further develop the Council's procurement policies and practices and establish a programme of continuous improvement. It also details the key objectives and promotes a consistency of approach across what is a large and diverse organisation.

A2: The Present Position – (Wiltshire County Council Figures Only)

In order to consider the key elements of the Council's new strategy, consideration needs to be given to our overall procurement expenditure.

In 2007/8 the Council's external spend with suppliers was circa £295 million, as shown in the following table, broken down by transaction profile.

| Value of Business per Supplier | Expenditure / % of Total Expenditure | No. of suppliers/% of Total Suppliers | No of Transactions / % of Total Transactions |
|--------------------------------|--------------------------------------|---------------------------------------|--|
| £0— £4,999 | £ 6M 2% | 6,293 74.5% | 17,560 37% |
| £5,000—£49,999 | £ 26M 9% | 1,572 18.0% | 16,327 34% |
| £50,000—£249,999 | £ 48M 16% | 426 5.0% | 7,401 16% |
| £250,000—£999,999 | £ 76M 26% | 165 2.0% | 4,438 9% |
| £1,000,000+ | £ 139M 47% | 43 0.5% | 1,617 3% |
| | £ 295M | 8,499 | 47,343 |

Key issues arising from this analysis include:

- We utilise approximately 8,500 suppliers annually, a supply base which is very difficult to control.
- We process over 47,300 true supplier transactions each year, at significant administrative cost.
- The top 20 suppliers account for almost 37% of our overall business (in fact, the top 20 receive approximately £109 million).
- Over 74.5% of our suppliers get less than £5,000 business from us in a year, diluting our expenditure and reducing leverage in price terms.
- The average transaction value in this spend category is approximately £341.
- The average spend with each supplier in this spend category is approximately £953.
- The purchase to pay process costs identified by the National Audit Office has been calculated to be at least £34 per transaction, and so the internal costs for true suppliers is over £1,609,000 per annum.
- Many of the suppliers in the low value range are local small businesses.

We have further analysed our expenditure through participation in the EXOR spend analysis, which looks at the suppliers used and categorises them according to PROCLASS expenditure categories.

Key issues arising from this analysis include: (Using APTOS Classifications on Wiltshire County Council Activity)

- Almost 90% of Council expenditure is covered by 14 categories of expenditure.
- Within individual categories the Council appears to utilise significant numbers of individual suppliers (e.g. 343 firms in relation to buildings maintenance).

Although the Council has in place a number of corporate and individual contract arrangements, it is clear that a significant number of the suppliers identified above appear to be dealt with on an ad hoc basis.

These analyses raise 5 specific corporate procurement challenges:

- The need to ensure that maximum value is obtained from strategic suppliers, rather than our current apparent ad hoc arrangements.
- The need for process efficiencies in dealing with the large number of suppliers and transactions in low value, high volume area.
- The need to reduce the number of transactions being processed.
- The need to channel transactions to the most appropriate suppliers and improve opportunities for efficiency and productivity savings.
- The need to gain greater contractual coverage of our expenditure.

In addition it is anticipated that there will be a number of category-specific challenges which will be identified as we start to collate and investigate activity with each of the Category Managers.

A3 : Introducing Category Management

Category Management is a concept that involves the continual monitoring of expenditure and supplier performance in specific buying categories with the intent of driving ongoing cost or supplier performance improvements.

Category Management is a continuous process and not a one-off improvement project.

Category Management as a process will be underpinned by the development of individual Category Sourcing Strategies. Within these strategies will be a sourcing plan identifying quick win plans, short to medium term (tactical plans) and long term (strategic plans).

Category Managers will need to know about and apply a number of technical tools and these will be included in the Procurement Essentials Toolkit.

Category Management can be thought of as a change management process, and indeed the introduction of Category Management will require changes to our processes, to relationships (both internally and externally) and organisational changes.

Like any change process, it requires stakeholder commitment, good communications and the right resources.

Key to its success and application is that it requires teams to work across organisational, departmental and functional boundaries. This can be very demanding and require lots of energy, communication and managerial support and sponsorship.

Once this approach is fully adopted throughout the council we expect to deliver significant financial and service benefits providing us with the solutions that add value, meet business and service requirements and improve procurement service delivery.

The Procurement Improvement Programme will detail the required approach to the use of procurement across the entire Council. These need to be developed further for certain categories with additional detail to cater for the individual specialist circumstances.

This document addresses all the key procurement improvement and efficiency agenda issues and is structured using the four main themes of the [National Procurement Strategy](#):

- Providing Leadership and Building Capacity
- Partnering and Collaboration
- Doing Business Electronically; and
- Stimulating Markets and Achieving Community Benefits.

The remainder of this document sets out Wiltshire Council's approach to delivering effective strategic procurement.

SECTION B – CONTEXT

B1 : Procurement Improvement Programme

There is now wide recognition within Wiltshire Council and throughout local government that effective procurement techniques need to be applied across all categories of non-pay expenditure, and in particular in areas of high value and risk, such as Construction and Social Care. In implementing the Procurement Improvement Programme, the Council will adopt the following Basic Principles:

B2 : Basic Principles

B2.1 Strategic Approach

There will be corporate strategic overview and coordination of the Council's procurement expenditure, identifying existing contracting arrangements and proposed departmental procurement activity

Procurement will be used to drive increased value, reduced total cost of ownership and generation of efficiency and financial savings

Senior management through the Corporate Procurement and Commissioning Board (CPCB) will provide supportive leadership for, and scrutiny of, procurement across the council.

Category Management will become the discipline applied to achieve our objectives.

B2.2 Process & Procedure

Best procurement practice will be facilitated through supplier rationalisation and elimination of spend from an uncontrolled supply base.

The implementation of the Business Management Programme (BMP) transformation of ordering and payments processes will drive efficiency.

Compliance with the New Contract Regulations and corporate contracts will be mandatory.

B2.3 Training

Employee development will be key. Staff will be encouraged to develop appropriate skills in modern procurement techniques to improve the Council's current skills base. This will range from procedural competence right through to full professional qualifications.

B2.4 Performance Management

Aggressive targets will be set for all areas of procurement activity, supported by a performance monitoring and management system.

We will publish the results of our performance monitoring.

We will utilise our performance management information to ensure continuous improvement in this area of activity.

B2.5 Partnerships

Relationships with suppliers will be planned and managed appropriately.

Opportunities will be explored for effective collaboration with other councils and across the public sector.

B2.6 Social, Ethical & Sustainable

Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage, or indeed improving the environment.

As an interim measure, the Council will be following the best practice guidance contained within the [Sustainable Procurement Action Plan](#). We will make use of the flexible framework and endeavour to progress each element through the levels identified within the framework.

Further information on Wiltshire Councils approach to Sustainable Procurement can be found in Section D5 (page 26) of this document.

SECTION C - OUR PLANNED APPROACH

C1 : Procurement footprint analysis

As a starting point in implementing our revised strategic approach, it will be necessary to carry out a complete update of the portfolio analysis of the Council's procurement expenditure. This involves plotting expenditure categories on a matrix of value and market risk, and defining the approach accordingly, as shown below.

| Expenditure | Risk | Category | Typical approach |
|-------------|------|------------|--|
| Low | Low | Routine | Characterised by numerous small orders and invoices. Aim for supplier rationalisation and some consolidation of spend for leverage. Concentrate on process efficiencies. |
| Low | High | Bottleneck | Total Expenditure is low, but it may be for sensitive or critical goods or services. Emphasis on security of supply, possibly through multi-sourcing. Also seek to encourage new entrants into the market. |
| High | Low | Leverage | Key area for achieving savings through price reductions. Short-term relationships or spot buying, with emphasis upon driving down prices. |
| High | High | Strategic | Major area of expenditure, but also highest exposure. Focus on removing cost from the relationship, possibly with shared gains. Main area for strategic partnering. |

Examples of the types of goods and services falling into each category are shown below.

| | |
|------------|--|
| Routine | Painters & Decorators Stationery Janitorial Materials Various Consumable Materials |
| Bottleneck | Caterers Landscape Contractors Solicitors & Barristers Cleaning Services Specialist Consultancy Services |
| Leverage | IT Equipment Mobile Phones Utilities Printing Services |
| Strategic | Construction Social Care Services Waste Management Highway Maintenance Accommodation |

This process will help to inform the contracting programme moving forward. It illustrates the approach which we propose to adopt, and will require full participation and buy-in from stakeholders across the Council.

C2 : Roles & Resources

The [Byatt Report](#) recommends that:

“Local Authorities should develop a corporate procurement function to collect management information, oversee devolved buying, coordinate training and act as an internal source of expertise”

The Council has already adopted the principle of a Corporate Procurement Unit (CPU), and at this stage there is no intention to rethink this principle. Rather, we need to consider the strategic role of this unit in relation to the needs of the departments and ultimately that of the category managers. It is accepted that the current situation, despite success in a number of areas, is in urgent need of review in order to meet the strategic objectives of the new Wiltshire Council.

The proposed role of the CPU will be:

- Owners of the Procurement Improvement Programme
- Involvement in Council-wide strategic contracts, including major contracting-out of services, strategic partnerships etc
- Procurement strategy development and leadership of implementation, along with associated initiatives, policies and procedures
- Advice & guidance on all procurement matters
- Maintenance of controls & standards including the Council's Contract Regulations
- Acting as a catalyst to stimulate procurement networking
- Monitoring of procurement performance and activity, including savings and benefits tracking
- Expert advice around procurement best practice
- Establishing, coordinating and approval of category specific sourcing strategies
- Training programme development and delivery
- Coordinating policy implementation, including sustainability and regeneration initiatives
- Liaising with external partners around collaboration and any other initiatives.

It needs to be emphasised that one of the CPU's key roles is that of coordinator or catalyst, and that it is dependent for success upon the active and positive participation of procurement stakeholders across the Council. Whilst the CPU will be accountable, staff in the departments, and particularly Service Directors, will have a key role and joint responsibility for achieving the objectives.

Year-on-year targets for procurement will be agreed with the Corporate Procurement and Commissioning Board to support the Procurement Improvement Programme. These will be monitored and reported on in the annual procurement report.

C3 : SAP Procure to Pay Process

A central plank of the Procurement Improvement Programme will be the phased implementation of e-procurement across the Council. Cabinet agreed the business case for this project in 2006, and the project achieved the targeted go-live date of April 2009. Our preferred solution is SAP and the Council is being assisted in its implementation by our business partner Logica.

The introduction of SAP's Supplier Relationship Management (SRM) module is part of a major change project across the whole of the Council, and will transform the way we do business. It is considerably more than a simple technology refresh, it is primarily about change management. It impacts upon the procure-to-pay cycle, and a major benefit will be radical process improvement and standardisation across most areas of the Council.

The implementation initially focused on the procure to pay process with future phases bringing full e-procurement into the organisation. The business case will need to be approved and resourced to introduce the essential e-sourcing, e-tendering and e-auctions tools required for a full e-procurement implementation.

Full e-procurement is a major prerequisite in transforming the way we do business and achieving the maximum benefits from the Procurement Improvement Programme.

Some of the early benefits of an e-procure to pay module are:

- The adoption and support of an electronic procure to pay process, introducing the concept of catalogue management
- defined product categories
- supporting purchasing groups

C4 : Targets & Savings

The exact values of savings targets will be determined annually by the Corporate Procurement & Commissioning Board during the budget setting process.

During the financial year 2009 / 2010 procurement savings of £8.2 million were identified and the budget for 2010 / 2011 adjusted accordingly. This equates to approximately 2.5% of the total spend for bought in goods and services which stands at £325 million.

In order to help achieve the Council's corporate goals such as delivering high value, low cost services and maintaining a sustainable level of council tax increases, it is important for the Council to set itself challenging savings targets each year.

C5 : Communication and Training Plan

The Corporate Procurement Unit currently operates a communication plan and this will be further developed. Current activities include:

- A procurement presence on the internet and intranet
- Customer and supplier spend analyses
- A "[How to do business with the public sector](#)" guide, available in hard copy and on the internet
- Departmental representation responsibilities for CPU staff
- Senior Procurement & commissioning meetings
- Internal training

Communication developments will include the following.

- Supplier open days, intended to help local firms to understand how we do business and make contact with Wiltshire procurement staff
- Development of the procurement intranet & internet sites
- A broader training and development programme, enabling access to training for all staff, from part-time buyers to those involved in high value contracts
- Workshops and seminars on specific developments and initiatives
- More focused and targeted surveys
- Development of prospectuses for suppliers
- Launch of the Procurement Essentials Toolkit
- Publication of sourcing strategies supported by sourcing plans
- Better contract information bulletins to make it easier to access contracts
- Inclusion of procurement material at induction
- Design of an information cascading network.

SECTION D - TARGETED ACTIVITY LINKED TO OUR FOUR KEY OBJECTIVES

D1: Providing Leadership and Building Capacity

Objective:

“There should be a commitment from the top of each council (leader, chief executive, procurement champion) to procurement excellence by managing it strategically and resourcing it adequately.”

[National Procurement Strategy](#) ²³ October 2003

Targeted Activity

The implementation of this Procurement Strategy will require decisive and sustained leadership from Members and Chief Officers to ensure that the Council is an organisation that is proactive, joined up and visionary in its approach to the delivery of best in class services.

To support this approach there are a number of key tasks for the Council which will be led by the Corporate Procurement Unit. These include:

- The review of all of the Council's procurement and commissioning related activities and associated resources and policies, including a comprehensive risk assessment.
- The development of guidance, templates and procedures to ensure they support the delivery of the Corporate Procurement Strategy and enhance the use of procurement to deliver the Council's objectives.
- The production of clear guidance on the new policies
- The communication of this both internally and externally
- The provision of targeted training.

The Council will strive for the correct balance of encouraging innovation and responsible risk taking with the requirement for ensuring the correct use of public resources. The Council's policies on ethics and fraud prevention will be included in this review.

Some of the specific areas that will be addressed are:

- **Basis of Procurement Decisions** – The Council will make its procurement decisions to further its strategic objectives and on the basis of best value for money (the economically most advantageous offer in the EU and UK regulations). Best value is defined as “the optimum combination of whole life costs and benefits to meet the customer's requirement”. Contracts will not be awarded only on the basis of lowest initial price. There will always be an assessment of quality, benefits and the costs that will be incurred by the Council throughout the life of the asset or contract period.
- **Business Cases** – The use of robust and effective Business Cases will be extended across the Council. This will provide an effective challenge to all procurements above the value prescribed in the new contract regulation.

- **Project Management** – The Council actively supports the development of Project Management as a core competence of the organisation for the effective management of time, cost, quality and risk in projects. A programme to widen use of the appropriate elements of the Prince II methodology is underway across the Council.

The Council undertakes a vast array of differing types and sizes of procurements and it is not possible to create a one-size-fits-all approach to procurement project management. However the benefits for all large procurements of a combination of using a more formal approach to project management, the creation of a robust business case after a rigorous options appraisal, and ensuring the identification and correct allocation of all risks are worthwhile.

The Corporate Procurement Unit will provide guidance within the new contract regulations and its companion document on what size and types of procurements need what level of project management rigour.

Risk Management – Effective use of procurement strengthens the Council's overall management of the organisation, complementing and supporting other management tools such as the Risk Register. The Risk Register identifies specific risks to the Council and the delivery of its services, and consequently the Council will take specific procurement decisions as part of its mitigation and handling of the identified risks.

Forward Planning – To ensure the effective use of procurement the Corporate Procurement Unit has embarked on a program of compiling all contracts into one single register for the whole Council. This Contracts Register will cover all procurements and contracts to be tendered and/or awarded by the Council. It will be user friendly to ensure it is an effective tool both for the Council's internal use and for its suppliers. It will also become mandatory through contract regulations to enter all contracts on to the register.

The **Contracts Register** will be enhanced as Category Management Sourcing Strategies start to develop and will include all future known procurements – both for the renewal of existing period based contracts and for new projects/requirements.

To achieve this, close linkages will be needed with the Directorate based Category Managers and business development planning processes. As the Council's use of this becomes more sophisticated the period it looks forward will be increased, proving beneficial to the Council's [Medium Term Financial Strategy](#) and Departmental Service Plans.

The Corporate Procurement Unit will provide guidance to the Category Managers on the types of procurements to be included and the required information.

Challenge – The Council will strengthen its challenge processes across all procurements without imposing an unnecessary administrative overhead. Large procurements will be subject to Office of Government Commerce style Gateway reviews at the appropriate stages. Gateway reviews provide a formalised structure of external reviews of a project at several key stages.

The Council believes that the formal Gateway review processes administered within local government by the [Local Partnerships](#) organisation is not always the most appropriate review process to be used. The Council will therefore use a mixed economy approach and in specific circumstances will undertake an equivalent process using either its own staff not directly involved in the procurement being reviewed, or peers from other councils in the region as an

additional resource. The Council will also actively support reciprocal arrangements where it can assist other councils whilst exposing its own staff to personal development opportunities.

As part of the challenge and the options appraisal process the Council will take into account the appropriate use of the partnering, collaboration and trading approaches.

Contract Management – Effective procurement is measured by the outcomes and not by completion of the process. Contracts must be managed throughout their life to ensure that the benefits identified in the business case are delivered. The Council will expand the use of contract management, building on the areas of current best practice. Detailed guidance of best practice will be included in the procurement essentials guidance.

Documented Guidance – The Council's current procurement and commissioning related policies are published in a number of separate documents. No single document contains them all. The Corporate Procurement Unit will lead a thorough review of all procurement and commissioning related policies and procedures. These will be amended in line with this Procurement Strategy and republished in a single information portal to be titled "Spending our Money".

"Spending our Money" will also include clear guidance on the implementation of these policies and procedures.

Training – With the wider view on the definition of 'procurement' and its use throughout the Council it is important that the skills base of Council staff is understood and effective steps taken where it needs to be re-aligned.

The Corporate Procurement Unit will work with Training & Development Section to ensure that procurement is seen by managers as a core competence, both for themselves and for their staff and that adequate training opportunities are available for them.

The WC/CIPS Corporate Award will be revised to reflect the latest developments in our approach to Procurement and an additional tranche of students will commence their professional training.

The Council will also provide additional development opportunities for existing CIPS qualified staff to become NVQ assessors to mentor and develop colleagues who wish to gain a greater understanding of procurement without necessarily going on to achieve the full professional qualification.

Whilst supporting the need for adequate numbers of appropriately skilled procurement professionals the Council understands that it's effective use of procurement requires the active involvement of all staff engaged in procurement activity. As a consequence training resources will be targeted at the:

- general understanding of the use of procurement as a tool to help deliver the Council's objectives
- identification of a need, the challenge process including options appraisal, and the use of a business case and the writing of the requirement
- Understanding and commitment to the Procurement Strategy and policies.

D2 : Partnering and Collaboration

Objective:

“The strategic objective of partnering is the delivery of better services to citizens through the creation of sustainable partnerships between councils and suppliers in the public, private, social enterprise and voluntary sectors for the delivery of services and the carrying out of major projects, including construction.

The strategic objective of collaboration is to obtain better value by bringing councils and other public bodies together at local, regional and at national levels to combine their buying power and create shared services.”

[National Procurement Strategy](#) 23rd October 2003

Targeted Activity

The Council utilises a wide range of contracting opportunities, partnering, collaboration and trading across various units and actively looks to maximise the proven advantages. Whilst there are areas where close collaboration exists with other councils and public bodies, these are still limited and collaboration is not yet enshrined within the Council's management culture and operational practice.

There is no single solution that can be applied in all cases therefore the procurement approach needs to be varied to fit the circumstances. The Corporate Procurement Unit, through the introduction of Category Management, will lead on and work with the Category Managers to define the most appropriate approach within each category and within the four areas of spend within those categories.

The Council has fully endorsed the use of Partnering and through the formulation of our Partnering Protocol has attempted to formalise the process and bring visibility to the Council of all partnerships entered into including arrangements for regular review.

With the introduction of Category Management these partnerships will be incorporated into the sourcing plan and will form part of the sourcing strategy for that category.

The Council, where appropriate, will look to expand its use of partnering. All opportunities for new partnerships will need to be identified by the Category Manager as part of the Category Sourcing Strategy.

The Council will proactively seek out collaborative opportunities with other councils and other public bodies, through active participation both in existing consortia and the [Regional Improvement and Efficiency Partnership](#) (RIEP).

The Council will use the identified collaborative opportunity wherever this is of benefit:

- exclusively to the Council
- to both the Council and the other bodies; or
- exclusively for the other bodies, except where there is a negative impact on the Council.

The Council will also look to exploit trading opportunities wherever they provide additional benefit. The Council however acknowledges the potential conflict between trading and collaboration activities and will seek the appropriate balance.

D3 : Doing Business Electronically

Objective:

“To achieve efficiencies in the procure-to-pay cycle including reduction in cycle time and reduction in transaction costs. This will free resources that can be directed into front line services.”

“to use e-marketplaces to assist councils to access framework agreements and contracts.”

[National Procurement Strategy](#) 23rd October 2003

Targeted Activity:

The Council recently took the decision to implement SAP as the solution to our Business Management Programme (BMP) initiative.

The implementation of the SAP Supplier Relationship Management (SRM) Module during Phase 1 focused on transactional procurement activity.

This has streamlined and rationalised existing processes across the Council to provide a more uniform approach thus allowing a simpler e-enabling of the process.

Individual elements of ‘doing business electronically’ that will be facilitated by the introduction of SAP SRM are as follows:

- e-Ordering
- e-Payments
- e-Cards
- e-Marketplaces
- e-Catalogues

The Council will prepare the supporting business case and then look to exploit the full implementation of SAP SRM to provide for e-sourcing in either Phase 2 or Phase 3.

Elements of e-sourcing will to be implemented during the later phases will include:

- e-Tendering
- e-Auctions
- e-Requests for Quotes

An important part of achieving the targeted savings will be securing a competitive process in all procurement activity above £5,000 (but below threshold values for formal tendering procedures) to achieve this will require access to an electronic RFQ tool. The benefits from using this tool make the early implementation highly desirable and a temporary solution will need to be sourced as an interim measure.

Whenever appropriate, and to take advantage of reduced timescales for EU procurement exercises, the council will make use of an arrangement it has with BIP Solutions to source individual e-Tendering exercises through a third party e-procurement provider.

- The procurement information on www.wiltshire.gov.uk will be enhanced throughout 2010 including the revision and publication of documents such as: "[How to do business with the public sector](#)"

The Council in implementing its e-Procurement Strategy will ensure that this remains at all times closely aligned with the Procurement Strategy especially ensuring that existing and potential suppliers (including local SMEs) are not unreasonably disadvantaged by the Council's use of electronic trading.

D4 : Stimulating Markets and Achieving Community Benefit

Objective:

“engage actively with suppliers”

“use procurement to help deliver corporate objectives, including the economic, social and environmental objectives set out in the community plan.”

[National Procurement Strategy](#) 23rd October 2003

Targeted Activity:

The Council has traditionally benefited from its scale and stature in the local government market place with a ready supply of firms wanting to do business with it. Whilst this is still generally true the Council does not wish to become complacent and acknowledges that by not actively engaging with suppliers it could potentially miss out on opportunities from different sources of supply.

Analysis of the County and District Council's payment systems, which are currently the only reliable source of information on the Council's suppliers, shows that the five Council's made payments to over 11,000 different firms in a twelve-month period 2007/8.

This Strategy acknowledges that the new Wiltshire Council needs to improve on what has been previously achieved and do more to procure on a strategic basis and make a greater contribution to the delivery of its strategic objectives.

The Council is committed to a mixed range of suppliers to help stimulate a varied and competitive market place. To achieve this aim the Council will take a more proactive role in its interaction with suppliers.

Supplier Numbers – It is acknowledged that even for an organisation of the Council's scale, effective interaction with over 11,000 firms is impractical. To enable it to improve the management, and thus the quality, of its supplier relationships the Council must significantly reduce this number. The Council will aim to be making payments to quantifiably fewer suppliers by the end of 2010 and to further reduce this figure by the end of 2011.

Reductions in the number of suppliers to whom the Council makes direct payments may be achieved in a number of ways:

- utilising category management should facilitate a more consistent aggregation across the Council of purchases for 'Non-critical general supplies' resulting in transactions with fewer contracted suppliers
- use of purchase cards where appropriate for non-critical low value orders allowing the Council to make just one payment to the card provider
- explore the introduction of the use of purchase cards in response to the individualised budgets agenda for adult social care clients to give them greater control over both the commissioning and payment elements of their procurement

This policy will not apply universally to all categories of expenditure. Some categories may well benefit from additional suppliers and the Council's ongoing work to encourage additional suppliers to enter these markets is not incompatible with the overall aim of reducing the administrative costs of dealing direct with large numbers of suppliers.

Supplier Monitoring – The Corporate Procurement Unit will work closely with Shared Services Team to regularly monitor the information available on the Council's supplier base through the Finance and SRM Modules of the SAP system.

The Corporate Procurement Unit undertook research during the period 2005 to 2008, as part of its commitment to promoting the economic, social and environmental wellbeing of the community, into the amount of expenditure with local suppliers. This gave the Council a better understanding of its impact on the local economy resulting in a number of practical recommendations that have helped inform this Procurement Strategy.

As part of the implementation of SAP, the Corporate Procurement Unit will gather information from our suppliers regarding whether they consider themselves as small or medium sized enterprises (SMEs), black and minority enterprises (BMEs) or social/voluntary sector service providers. This information will enable the Council to undertake targeted actions to improve our interactions with certain elements of the supplier community.

Providing Local Business' with more opportunities

Wiltshire Council's new [Corporate Plan](#) promises to purchase locally wherever possible. To facilitate this the Council will embark on a new way of seeking requests for quotes from local suppliers. The Council has written within its regulations that whenever quotes are requested for the supply of goods or services, that at least two quotes must be sought from local suppliers who are registered on [BuyWiltshire](#).

Marketing the Council – The Council will improve the way it markets itself to suppliers building on the practices and benefits currently being achieved. The Council's review of its procurement processes includes the principle of making it easier for suppliers to understand how to do business with the Council.

Supporting this approach a basic "[How to do business with the public sector](#)" guide was published on www.wiltshire.gov.uk in 2005 and this has been updated and enhanced in 2010.

The Council will expand its consultations with the business community through local and national bodies and special interest groups. These will include, amongst others:

- [Chambers of Commerce](#) & [Federation of Small Business](#)
- [Business Link](#).
- Regional Professional & Trade Groups.

Voluntary Sector – The Council agreed a Voluntary Sector [Compact](#) in 2005 which builds upon the history of partnership working between the two sectors to improve services for the people of Wiltshire.

The [Compact](#) was envisaged to be a dynamic document and will therefore continue to be evaluated and reviewed to enhance this important element of our supplier community and to update the agreement and codes of practice as necessary.

SMEs – The Council has signed up and endorsed the [National Procurement Concordat](#) for Small Medium Sized Enterprises with the Department of Trade and Industry in 2004 and endorsed the final version through the national sign-up in January 2007. The Concordat

details what small firms and other supplying local government can expect when tendering for Local Authority contracts. It also sets out the standards that public sector buyers expect when doing business with their suppliers.

The Concordat represents a commitment from the Local Authority to encourage and develop appropriate levels of competition in local government markets in order to increase value for money and foster innovation, particularly from those businesses/suppliers who may find it difficult to break into this market. These may include small and medium-sized enterprises (SMEs), which themselves could include local businesses, ethnic and minority owned businesses (EMBs), women-owned businesses, social enterprises and voluntary and community organisations (VCOs).

It is recognised that small and medium sized businesses play a crucial role in the UK economy and are vital to a thriving local economy in Wiltshire. The delivery of this strategy over the next three years will aim to encourage the participation of SMEs when competing for Local Authority contracts and increase the awareness of appropriate opportunities.

Diversity – The Council will take a positive approach to removing the specific barriers to trading with individual sectors. This will be applied across the supply chain and where it is not appropriate for the Council to trade directly it will encourage, and include as contractual commitments where appropriate, the use of these sectors as sub-contractors.

The Council's [Commitment to Equality and Diversity](#) states that the Council is firmly committed to the principles of equality and diversity in the delivery of all its services however they are sourced.

The Corporate Procurement Unit will work closely with the Equality and Diversity Team to develop practical guidance and produce a toolkit to support the [Council's Equality and Diversity Policy Statement](#) objectives and also its obligations to make services accessible to all, treating people fairly regardless of their colour, race, ethnic or national origin or gender reassignment, marital status, sexuality, disability, age or any illness or infection.

D5: Sustainable Procurement

Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage, or indeed improves the environment.

Simply, sustainable procurement is good procurement.

The Council will work to develop and promote models of sustainable procurement, and engage with local partners, other public sector organisations, the business community, agencies and the voluntary sector to test these models.

The Council will build internal capacity for implementing sustainable procurement by delivering targeted training for procurement and contract management staff. This will increase awareness and build the skills necessary to deliver improvements in this area.

Environmental Management

The Council recognises that protecting the environment and promoting sustainable development within Wiltshire is a key priority. The [Local Government Act 2000](#) confers upon the Council the power to promote the economic, social and environmental wellbeing of the area that it serves. Accordingly the Council considers the environmental impacts of its actions and of the services it provides.

The Council has agreed that one of the broad strategic goals of the organisation should be “to balance the need for growth with the protection of the environment”. The [Wiltshire Local Area Agreement](#) signed in 2007 has a separate environment ‘block’ with actions on Waste, Energy and Biodiversity. All procurement activity will aim to support the strategic aims of the Council and the [Wiltshire Local Area Agreement](#).

Fair Trading

The Council is committed to integrating environmental, social and economic considerations into every stage of its procurement and commissioning processes and by specifying where appropriate, fair trade products.

To do this the Council will:

- As a minimum, comply with all relevant environmental and social legislation, UK and EC procurement regulations, including guidance, codes of practice and voluntary arrangements;
- Research and promote best practice in environmental and social procurement and commissioning;
- Consider environmental and social issues during vendor qualification and appraisal and where fairly traded products are specified the internationally agreed definition of fair trade will apply. This defines fair trade as a trading partnership, based on dialogue, transparency and respect, that seeks greater equity in international trade. It contributes to sustainable development by offering better trading conditions to, and securing the rights of, marginalized producers and workers – especially in the south.
- Promote & support development of awareness of environmental and social procurement issues. This includes a commitment to work with vendors, members,

council staff, the public, partners and other stakeholders to promote the concept and practice of fair trading across Wiltshire.

- Work with SME's, BME and local businesses to ensure they are able to compete for Council contracts and to strengthen the local economy.

SECTION E – PROCUREMENT TARGETS

| Target Ref. | Action | By when? | Status |
|-------------|---|--|--|
| 1 | Reduce the number of suppliers Wiltshire Council transacts with. Currently 11,000 approx. | To be reviewed annually. First review will take place April 2010 | |
| 2 | Reduce the number of purchase to pay transactions, currently 43,700 per annum; | To be reviewed annually. First review will take place April 2010 | |
| 3 | Produce a portfolio analysis of all Wiltshire Council expenditure. | By June 2010 | |
| 4 | Develop and deliver category specific sourcing strategies. | Sourcing Strategies to be developed during 2010. | |
| 5 | Develop and deliver a procurement training programme | Developed by April 2010 Delivery to begin May 2010 | |
| 6 | Deliver corporately agreed procurement savings years on year. | On-going. To be reported at the end of each financial year. | |
| 7 | Develop the procurement information available in the intranet and internet. | First update complete by April 2010. To be further updated on an ongoing basis. | |
| 8 | Update the "How to do business with the public sector" guide and make available in hard copy and on the internet. | By April 2010 | |
| 9 | Allocate departmental representation responsibilities for CPU staff. | By January 2010 | Complete |
| 10 | Develop and circulate an internal service feedback form for the CPU. | By December 2010 | |
| 11 | Develop and launch a Procurement essentials toolkit | By August 2010 | |
| 12 | Circulate procurement related bulletins to targeted staff. | By April 2010 | Monthly comms to requisitioners sent as of 01.12.09. |
| 13 | Develop and implement the use of a Corporate Contracts Register | By April 2010 | Register Developed |
| 14 | Produce a business case for introducing additional e-procurement facilities including: | See specific targets below | |
| 14a | e-ordering | n/a | Complete |
| 14b | e-payments | n/a | Complete |
| 14c | e-cards | By April 2010 | |
| 14d | e-marketplace | By April 2010 | |
| 14e | e-catalogues | By April 2010 | |
| 14f | e-tendering | By December 2010 | |
| 14g | e-auctions | By December 2010 | |
| 15 | Implement a Request For Quote system for use with low value procurement activity. | By June 2010 | System being piloted. |

Procurement Targets Gantt Chart

| ID | ID | Task Name | Start | Finish | % Complete | 2010 | | | | | | | | | | | | 2011 | | |
|----|-----|---|------------|------------|------------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|--|--|
| | | | | | | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | | |
| 1 | 1 | Reduce the number of suppliers Wiltshire Council transacts with. Currently 11,000 approx. | 01/04/2010 | 01/04/2011 | 0% | | | | | | | | | | | | | | | |
| 2 | 2 | Reduce the number of purchase to pay transactions, currently 43,700 per annum; | 01/04/2010 | 01/04/2011 | 0% | | | | | | | | | | | | | | | |
| 3 | 3 | Produce a portfolio analysis of all Wiltshire Council expenditure. | 01/03/2010 | 01/06/2010 | 0% | | | | | | | | | | | | | | | |
| 4 | 4 | Develop and deliver category specific sourcing strategies. | 01/03/2010 | 31/12/2010 | 0% | | | | | | | | | | | | | | | |
| 5 | 5 | Develop and deliver a procurement training programme. | 01/03/2010 | 30/04/2010 | 50% | | | | | | | | | | | | | | | |
| 6 | 6 | Deliver corporately agreed procurement savings years on year. | 01/03/2010 | 01/04/2011 | 0% | | | | | | | | | | | | | | | |
| 7 | 7 | Develop the procurement information available in the intranet and internet. | 01/03/2010 | 01/04/2010 | 50% | | | | | | | | | | | | | | | |
| 8 | 8 | Update the "How to do business with the public sector" guide and make available in hard copy and on the internet. | 01/03/2010 | 01/04/2010 | 100% | | | | | | | | | | | | | | | |
| 9 | 9 | Allocate departmental representation responsibilities for CPU staff. | 01/03/2010 | 01/04/2010 | 100% | | | | | | | | | | | | | | | |
| 10 | 10 | Develop and circulate an internal service feedback form for the CPU. | 01/03/2010 | 31/12/2010 | 0% | | | | | | | | | | | | | | | |
| 11 | 11 | Develop and launch a Procurement essentials toolkit | 01/03/2010 | 30/08/2010 | 10% | | | | | | | | | | | | | | | |
| 12 | 12 | Circulate procurement related bulletins to targeted staff. | 01/03/2010 | 01/04/2010 | 100% | | | | | | | | | | | | | | | |
| 13 | 13 | Develop and implement the use of a Corporate Contracts Register | 01/03/2010 | 01/04/2010 | 50% | | | | | | | | | | | | | | | |
| 14 | 14a | e-ordering | 01/03/2010 | 01/04/2010 | 100% | | | | | | | | | | | | | | | |
| 15 | 14b | e-payments | 01/03/2010 | 01/04/2010 | 100% | | | | | | | | | | | | | | | |
| 16 | 14c | e-cards | 01/03/2010 | 01/04/2010 | 50% | | | | | | | | | | | | | | | |
| 17 | 14d | e-marketplace | 01/03/2010 | 01/04/2010 | 100% | | | | | | | | | | | | | | | |
| 18 | 14e | e-catalogues | 01/03/2010 | 01/04/2010 | 0% | | | | | | | | | | | | | | | |
| 19 | 14f | e-tendering | 01/03/2010 | 31/12/2010 | 0% | | | | | | | | | | | | | | | |
| 20 | 14g | e-auctions | 01/03/2010 | 31/12/2010 | 0% | | | | | | | | | | | | | | | |
| 21 | 15 | Implement a Request For Quote system for use with low value procurement activity. | 01/03/2010 | 30/06/2010 | 10% | | | | | | | | | | | | | | | |

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CABINET
23 MARCH 2010

Subject: **COMMISSIONING OF SURE START CHILDREN'S CENTRES AND PROVISION FOR CHILDREN UNDER FIVE WITH DIFFICULTIES AND DISABILITIES IN WILTSHIRE FROM APRIL 2011**

Cabinet member: **Councillor Lionel Grundy, Children's Services**

Executive Summary

Wiltshire has 30 Sure Start Children's Centres providing integrated services for children under five and their parents. The development of children's centres in phases between 2006 and 2010 has resulted in them being managed by a range of providers. Twenty are managed by voluntary sector organisations, 7 by school governing bodies and 3 by Wiltshire Council. The contracts all end on 31 March 2011, which provides an opportunity to rationalise the management of children's centres particularly in the main towns where there is more than one children's centre. This would enable economy of scale by reducing management costs and improve the integration between delivery partners, such as NHS Wiltshire, social care teams and Jobcentre Plus in providing the core offer of services. The location of the children's centres will not change and the jobs of present staff will be protected by TUPE regulations (Transfer of Undertaking Protection of Employment Regulations 2006).

Part of the core offer for children's centres is providing support services for children under five with difficulties and disabilities. There are presently 4 district specialist centres, 1 specialist maintained nursery and 3 Portage services providing for children under five with difficulties and disabilities. This provision is not consistent and equitable throughout the County. The existing specialist centres are already operating within the 4 Council hub areas, but they have different opening times during the week, are generally term time only, provide a limited choice of holiday provision and have differing eligibility criteria. These contracts also end on 31 March 2011.

Proposal

That through the commissioning process, contracts for Sure Start Children's Centres in Wiltshire from April 2011 will be offered on the following cluster basis through the tendering process, to provide best value within the available Sure Start Grant and a more cohesive service within the hub structure of the County:

- Cluster the three children's centres in Trowbridge under one contract
- Cluster the three children's centres in Salisbury under one contract
- Cluster the three children's centres in Chippenham under one contract
- Cluster the two children's centres in Melksham under one contract
- Cluster the two children's centres in Devizes under one contract
- Cluster Marlborough with Pewsey under one contract
- Cluster Mere, Tisbury and Wilton under one contract
- Cluster Wootton Bassett with Cricklade under one contract
- Cluster Amesbury with Bulford under one contract
- Offer Tidworth, Corsham, Malmesbury, Westbury, Warminster, Downton, Bradford-on-Avon and Calne as single sites, but through the selection process, commissioners will

look positively on proposals to combine individual sites and the named clusters together within a hub area of the County; Chippenham hub, Devizes hub, Salisbury hub and Trowbridge hub, in order to align services.

- to provide a co-ordinated specialist service for children under five with difficulties and disabilities based in the four Council hub areas of the County with outreach services delivered across the hub area, providing a range of support between 9am and 3 pm, Monday to Friday for at least 48 weeks of the year.

Reason for Proposal

The present management of the children's centres by a range of different providers within a geographical area is not delivering best value for money, and causing delivery partner organisations to work with a large number of different managers within an area. Clustering children's centres together will provide economy of scale and greater cohesion with partner agencies that work on a hub or County-wide basis.

The cluster model has been proposed to gain cohesion within the main towns with more than one children's centre. The single site option has been offered to enable smaller voluntary sector partners to participate. The Council prides itself on the involvement of the voluntary sector in Wiltshire and if only large clusters of children's centres are offered, which might be too challenging for small voluntary organisations to deliver, the Council may lose voluntary sector involvement.

The proposal to offer services for children under five with difficulties and disabilities based in the 4 Council hub areas, available between 9 am and 3 pm and for at least 48 weeks of the year, will allow for greater consistency of service and a wider choice and availability of support for young children with difficulties and disabilities. Any requirement by parents for increased hours of childcare may be provided by existing childcare settings as most children with difficulties and disabilities attend sessions at a mainstream childcare provider as well.

Carolyn Godfrey
Director for Children and Education

WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: **COMMISSIONING OF SURE START CHILDREN'S CENTRES AND PROVISION FOR CHILDREN UNDER FIVE WITH DIFFICULTIES AND DISABILITIES IN WILTSHIRE FROM APRIL 2011**

Cabinet member: **Councillor Lionel Grundy, Children's Services**

Purpose of the Report

1. To gain Cabinet approval
 - For the proposal to cluster the management of Sure Start Children's Centres in Wiltshire from April 2011.
 - To extend the availability of specialist provision for children under five with difficulties and disabilities in each hub of the County, to provide wider choice for parents between 9 am and 3 pm, all year round.

Background

2. It was agreed by the Wiltshire County Council Cabinet meeting on 23 October 2008 that the management of Wiltshire's Sure Start Children's Centres would be opened to competitive tendering using the normal procurement process from April 2011. The present contracts end on 31 March 2011. The contracts for the provision of services for children under five with difficulties and disabilities also end on 31 March 2011.
3. The competitive tendering process is a requirement under European Union Procurement Directives and the Public Contracts Regulation 2006 to ensure open and fair competition amongst the member states of the European Union. Wiltshire Council is accountable to the HM Treasury to show that we are ensuring that the best value for money is obtained from public funds, and this is also an aim of Wiltshire Council.
4. It is the Government's strategy to have 3,500 Sure Start Children's Centres by 2010, one for every community. Wiltshire had a target to deliver 20 Sure Start Children's Centres by March 2008 and this was achieved.
5. In April 2008, Wiltshire Local Authority received a further target to deliver an additional 10 Sure Start Children's Centres, making 30 in total. The services must be designated by March 2010 with the capital programme completed by March 2011. Three major building projects are still being carried out, in Pewsey, Pewsham area of Chippenham and Longfield in Trowbridge. The existing services will operate from these new buildings as soon as they are ready.

6. All 30 children's centre 'reach' areas are delivering services. Twenty nine of these have passed their designation visit by Together for Children. The final children's centre on the Longfield Estate, Trowbridge will be designated by the end of March 2010, when full day-care has been established.
7. The Index of Multiple Deprivation 2007 was used to identify the locations for children's centres. Wiltshire has a children's centre in each community area with additional centres in areas of higher population of children under five. Details about their location, contact information and management are attached at **Appendix A**.
8. The aim of Sure Start Children's Centres for children under five and their parents is to:
 - Reduce inequalities and narrow the gap between the most and least disadvantaged children.
 - Support vulnerable groups.
 - Gain parental and community engagement.
 - Form multi-agency teams around the child.
 - Integrate the delivery of shared initiatives, for example to commission priorities in the Children and Young People's Plan; reducing childhood obesity, promoting resilience, improving achievement and tackling domestic abuse.
 - Make better use of human and capital resources.
9. The full core offer of children's centre services and performance indicators is attached at **Appendix B**. Children's centres are a one-stop-shop for all parents. The services are available to all families of children under five, but they are targeted at those children and families that are in most need.
10. In January 2010, The Apprenticeships, Skills, Children and Learning Act 2009 recognised Sure Start Children's Centres in law for the first time. The requirements of this Act are explained in **Appendix C**.

Main considerations for the Cabinet

11. A consultation was carried out with stakeholders and present providers between 4 December 2009 and 26 February 2010, and the consultation paper with the timetable for the procurement process is attached at **Appendix D**. The paper shows a list of children's centres and the present contract holders and the present providers of the specialist provision for children with difficulties and disabilities on **page 2**. The paper provides various options for comment for the organisation of children's centres and specialist provision for children under five with difficulties and disabilities with the advantages and disadvantages for each option.
12. The children's centres have developed in phases. This has resulted in 15 different providers managing centres, often more than one provider in the same town. This has resulted in duplication of effort and resources in some areas and confusion for parents and delivery partners. One option therefore is to cluster the centres in the larger towns under one provider and twin centres that are already working closely together, or where numbers of children are small and the management costs outweigh the benefits to the community. Another option is to offer all the 30 centres as individual contracts but this runs the risk of a continuation of the present situation.

13. The provision for children under five with difficulties and disabilities is currently provided through district specialist centres and Portage. They generally have different opening times during the week, are mostly term time only, provide a limited choice of holiday provision and have differing eligibility criteria. In order to provide access to an equitable service for children under five and their parents or carers, these anomalies must be addressed. As the services for children with difficulties and disabilities are part of the children's centre core offer, the service specifications need to be aligned so that the availability of children's centres and the specialist provision is needs led for children and parents, evidenced by the analysis of data and local representation through Children's Centre Advisory Boards and Area Boards.

14. The responses to the consultation paper have been collated and included as **Appendix E**. There were 52 written responses to the children's centre proposals:

- Option 1 – Children's centres clustered with some stand alone sites - 18
- Option 2 – Stand alone children's centres all contracted individually – 30 (24 of these responses are attributable to Trowbridge Bellefield Children's Centre alone)
- Option 3 – Another approach - 4

They largely show support for the option to commission children's centres in clusters. Returns by partner organisations such as NHS Wiltshire and Jobcentre Plus, who work on a County-wide basis, support this option. However, in this situation it is inevitable that there will be robust local lobbying by current providers and users of the service in any given area and this shows in the responses. However, individual interests in specific areas should not outweigh the benefits to be gained by adopting the best value approach.

15. The responses to the consultation for children with difficulties and disabilities show a preference to continue to provide specialist services based in the 4 hub areas of the County. All respondents support building an enhanced and equitable service.

- There were 25 written responses:
- Option 1 – Four area hub-based approach – 16
 - Option 2 – One service provider for Wiltshire – 3
 - Option 3 – Other solutions - 6

Suggestions made in the consultation returns for ways of delivering the service to meet local needs, will be taken into account when the service specification is drawn up.

16. To gather parents' views about services for children with difficulties and disabilities, a survey was carried out in October 2009. One hundred and one surveys were returned; 87.3% of these parents said they would like to access specialist provision in the school holiday periods, 27.2% wanted longer opening hours in the district specialist centres and 77.1% said they currently had to travel to access services and that they would like specialist sessions closer to home. This information supports the proposal to provide increased availability and more flexible delivery of specialist services.

17. Two evening briefing sessions were held on 28 January and 2 February with 87 attendees across the two events. This gave present providers and stakeholders the opportunity to ask questions about the tendering process and voice any concerns. The major concern was about the perceived ability for voluntary sector organisations and school governing bodies to complete tender documentation and submit bids. Providers were invited to a one day training session, "Getting to Grips with the Commissioning Process and Collaborating for Success". On-going support at no cost has been offered by VAK (Voluntary Action Kennet) funded by the Children's Workforce Development Council.
18. The consultation paper was taken to the ExCCeS (Extended Services and Children's Centres) Board on 22 January 2010. This Board is chaired by the Service Director for Schools and Learning. It is a multi-agency board that reports to the Children and Young People's Trust Board. They agreed the timetable for the process, asked that the Area Boards are kept informed and requested that all schools should receive the consultation through Wisenet. This was carried out.
19. At the Children and Young People's Trust Board Executive meeting held on 10 February 2010, the members of the Executive also agreed the timetable for the procurement process. The Executive emphasised that this process offers an excellent opportunity to further integrate services for children under five and their parents. Council officers have met to co-ordinate the procurement process; the first formal meeting of the Procurement Board with multi-agency participation is planned for 12 March.

Environmental Impact of the Proposal

20. The children's centres are based in all 20 Wiltshire Community Areas, with more than one centre in the larger towns. The services are delivered locally within pram pushing distance of the communities they serve. Service colleagues go out to local venues such as village and community halls so that parents do not have to travel far. Outreach Workers also visit the homes of families referred by Health Visitors. This results in the avoidance of unnecessary journeys across Wiltshire.
21. It is proposed that the services for children under five with difficulties and disabilities are centred around the four hub areas of the County in; Trowbridge, Devizes, Salisbury and Chippenham. There will be a requirement for the services to be delivered in small group opportunities in venues across the hub area and in children's homes, if appropriate. This will reduce the need for parents of children with difficulties and disabilities to have to transport vulnerable children across County to the service hubs and children's centres.

Equality and Diversity Impact of the Proposal

22. The e-Start database used by all Wiltshire's children's centres records the involvement of every family that has accessed children's centre services, and the information that is gathered enables children's centre staff to identify priority groups of people. These are listed in the performance indicators in **Appendix B**. These records form the basis of the quarterly monitoring visits to ensure resources are being used effectively to support vulnerable children. The benefit of children's centre staff understanding the composition of the children in their 'reach' area, results in the services

being tailored to meet the needs of all children under five and their families in appropriate ways.

23. Children's centres and specialist provision for children under five with additional needs have carried out Equality Impact Assessments (EIA). They have been reviewed and they are considered to still be relevant. The corporate team for equality and diversity recommends a panel approach to updating any action plans. Presently the annual survey to gauge the use of children's centres and assess parental satisfaction is being collated. This survey captures ethnicity, gender, age, lone parent and work profiles on a postcode basis. The results from this survey will inform the EIA action plan to ensure no priority groups of people are being excluded from accessing services for young children.

Risk assessment

24. If the proposal to offer contracts for clusters of children's centres is not adopted, this would not improve the present situation of having more than one provider working in the same town, and not reap the benefits of economy of scale, greater alignment of services and reduced management costs. If it is agreed, any savings to the ring fenced grant, as a result of reduced management costs, could be spent for the benefit of children under five in need and contribute to the potential increased costs of enhancing the service for children with difficulties and disabilities.
25. If the proposal to change the service specification to require an enhanced service for children with difficulties and disabilities is not agreed, then the early year's provision for all children is not equitable. The enhanced availability of specialist services will allow parents greater opportunities to seek advice and gain access to advice, parental peer support, equipment and specialist facilities all year round.

Financial Implications

26. Children's centres are funded from ring-fenced Sure Start, Early Years & Childcare Grant (SSEYCG) from the Department for Children, Schools and Families. The value of these contracts for 2009-2010 is £4,164,850. The budget has not yet been set for 2010-2011 but it is anticipated that these contracts will increase by the cost of living.
27. The revenue budget allocation 2008-2011 is based on:
- Cost of running the centre
 - Salary of Leader plus on-costs, full time in disadvantaged areas, and 21 hours in less disadvantaged areas
 - 2 Outreach Workers x 21 hours in disadvantaged areas, 1 Outreach Worker x 21 hours in less disadvantaged areas
 - Allocation per child under 5
 - 30% Super Output Areas £35 per child under 5
 - 50% Super Output Areas £25 per child under 5
 - 70% Super Output Areas £15 per child under 5

Super Output Areas are based on smaller numbers of households than ward level data. Guidance distinguishes between 30% most deprived areas of England and the other 70% of areas. 30% most deprived areas should

receive more targeted and intensive support. In more advantaged areas local authorities have greater flexibility about which services they provide to meet local need. A 50% Super Output Area layer of funding has been included to support those children living in areas of higher need but do not live in the most disadvantaged areas of the County.

28. There are presently 4 district specialist centres, 1 specialist maintained nursery and 3 Portage services providing for children under five with difficulties and disabilities. This provision however, is not consistent and equitable throughout the County. District Specialist Centres and Portage are also funded through ring-fenced Sure Start, Early Years & Childcare Grant (SSEYCG) from the Department for Children, Schools and Families, a total contribution of £532,033 with an additional total contribution of £96,582 from NHS Wiltshire in 2009-2010.
29. The level of Sure Start, Early Years & Childcare Grant beyond March 2011 is unknown. There is a risk that the amount of Sure Start Grant will be reduced, although unconfirmed reports from each political party pledges to continue to fund Sure Start in line with inflation. The latest Comprehensive Spending Review should be released during autumn 2010. If future funding does not allow for the scale of delivery already offered, further negotiations will be arranged with potential contract holders to make savings.
30. The proposal to increase the availability of specialist services for children under five would require potential contract holders to show how they could achieve this. The multi-agency Procurement Board will discuss the composition of the service specification to ensure that the Sure Start Grant and NHS Wiltshire contributions can enable this enhanced service to be delivered.

Legal Implications

31. This proposal may result in some of the present providers being unsuccessful in continuing to manage their children's centre. Staff however will be protected by TUPE (Transfer of Undertaking Protection of Employment Regulations 2006) and would transfer to the new employer. Staff in children's centres that are presently employed under Wiltshire terms and conditions will need support and information from Wiltshire Council Human Resources Department and the implications for increased demand has been identified.

Options considered

32. One consideration was for Wiltshire Council to manage all the children's centres. This however was dismissed as it is not consistent with the Council's aim to be a commissioning authority, and it would eliminate the possibility of maintaining the valuable involvement of the voluntary sector.
33. It was also suggested that the children's centres should be grouped so that there would be one contract holder for all the children's centres within each hub area. This might result in small voluntary organisations that are strength of the diversity of provision in Wiltshire, to be unwilling to bid and take on such big commitments.

Conclusion

34. It is essential to take this opportunity to review the organisation of Wiltshire's Sure Start Children's Centres and specialist services for children under five with difficulties and disabilities. It will lead to greater efficiencies within the ring fenced grant and align the services to match the delivery patterns of partner agencies. The extension of the offer for children with additional needs will provide a wider choice of support by offering greater availability and outreach services to meet local needs.

Carolyn Godfrey
Director – Department for Children and Education

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Background papers - none

Appendices

- Appendix A List of Sure Start Children's Centres in Wiltshire
 - Appendix B Children's Centre Core Offer and Performance Indicators
 - Appendix C Apprenticeships, Skills, Children and Learning Act 2009
 - Appendix D Consultation paper and timetable
 - Appendix E Collated responses to the consultation paper
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| Centre and address | Children's Centre Leader and management arrangements | Contact details |
|---|--|--|
| Five Wishes Children's Centre, Amesbury Primary School, Kitchener Rd, Amesbury, SP4 7AA | David Jones Action for Children | 01980 677218 david.jones@wiltshire.gov.uk |
| Bulford Children's Centre planned for Kiwi School Phase Three under development | David Jones Action for Children | c/o 01722 411178 david.jones@wiltshire.gov.uk |
| Clearbury Children's Centre, The Trafalgar School, Breamore Rd, Downton, SP5 3HN | Karen Hunt Action for Children | 01725 511459 karen.hunt@wiltshire.gov.uk |
| Little Folly Children's Centre, Woodlands Primary School, Winding Way, Salisbury, SP2 9DY | Jenny Maybury Action for Children | 01722 414301 jennifer.maybury@wiltshire.gov.uk |
| Salisbury City Children's Centre based at 24 St Edmund's Church Street, Salisbury, SP1 1EF | Janice Slade Action for Children | 01722 323208 janice.slade@wiltshire.gov.uk |
| Mere Footprints Children's Centre, Mere School Site, Springfield Road, Mere, BA12 6EW | Georgina Shaw-Halford Mere Footprints Trustees | 01747 861108 georgina.shaw-halford@wiltshire.gov.uk |
| Wilton Children's Centre, 7 North Street, Wilton Phase Three under development | Joy Wagstaff Action for Children | 01722 411178 joy.wagstaff@wiltshire.gov.uk |
| Tisbury Children's Centre, Weaveland Rd, Tisbury, SP3 6HJ - Phase Three under development | Eileen Brocklehurst Action for Children | 01722 411178 eileen.brocklehurst@wiltshire.gov.uk |
| Elm Children's Centre, The Factory, Dews Road, Salisbury, SP2 7SN | Stephen Spooner Elim Church Trustees | 01722 770035 stephen.spooner@wiltshire.gov.uk |
| Bradford on Avon Community Children's Centre, Fitzmaurice Primary School, Frome Rd, Bradford-on-Avon, BA15 1LE | Liz Purling Managed by school governors | 01225 867184 or 07988 876200 liz.purling@wiltshire.gov.uk |
| Kings Park Children's Centre, King's Park Primary School, Lowbourn, Melksham, SN12 7ED | Ginny Anderson Managed by school governors | 01225 793347 ginny.anderson@wiltshire.gov.uk |
| Queensway Chapel Children's Centre, Queensway, Melksham, SN12 7LQ | Linda Mence Managed by Queensway Chapel Trustees | 01225 351922 linda.mence@wiltshire.gov.uk |
| Studley Green Children's Centre, Studley Green Primary School, Westfield Rd, Trowbridge, BA14 9JQ | Paula Wood Wiltshire Council | 07504 776134 roz.lambert@wiltshire.gov.uk |
| Bellefield Children's Centre, Windermere Rd, Trowbridge, BA14 8TE | Adele Radice Managed by school governors | 01225 763274 adele.radice@wiltshire.gov.uk |
| Longfield Children's Centre, Longmeadow Primary School, Broadcloth Lane, Trowbridge, BA14 7HE Phase Three under development | Claire Palmer Wiltshire Council | 01225 785680 Claire.palmer@wiltshire.gov.uk |
| The Avenue Children's Centre, The Avenue School, The Avenue, Warminster BA12 9AA | Michelle Dance Managed by school governors | 01985 214413 Michelle.dance@wiltshire.gov.uk |
| White Horse Centre, Westbury Infants School, Eden Vale Rd, Westbury, BA13 3LY | Ruth Brooks-Martin Managed by school governors | 01373 824593 ruth.brooks-martin@wiltshire.gov.uk |

| | | |
|---|--|--|
| Calne Community Children's Centre, Calne Priestley Primary School, Prince Charles Drive, Calne, SN11 8TG | Liz James Barnardo's | 01249 82324 Liz.james@wiltshire.gov.uk |
| Redland Children's Centre, Redland Community Primary School, Brook Street, Chippenham, SN14 0JE | Liz James Barnardo's | 01249 82324 Liz.james@wiltshire.gov.uk |
| Kings Rise Children's Centre c/o Kings Lodge Primary School, Lodge Rd, Chippenham, SN15 3SY - Phase Three under development | Pauline Monaghan The Rise Trust | 01249 463040 pauline.monaghan@wiltshire.gov.uk |
| The Rise Children's Centre, St Paul's Primary School, The Oaks, Chippenham, SN15 1DU | Pauline Monaghan The Rise Trust | 01249 463040 pauline.monaghan@wiltshire.gov.uk |
| Cricklade Children's Centre, c/o St Sampson's Junior School, Bath Road, Cricklade, SN6 6AX | Rachel Stewart Barnardo's | 01793 851224 rachel.stewart@wiltshire.gov.uk |
| Corsham Children's Centre, Regis Primary School, Kings Avenue, Corsham SN13 0EG Linked to Lypiatt Primary School, Lypiatt, Neston, Corsham, SN13 9TU | Sarah Nelson Wiltshire Council | 01249 716254 sarah.nelson@wiltshire.gov.uk |
| Malmesbury Children's Centre, Malmesbury Primary School, Tetbury Hill, Malmesbury, SN16 9JR | Rachel Stewart Barnardo's | 01666 825577 rachel.stewart@wiltshire.gov.uk |
| Wootton Bassett Children's Centre, Longleaze Primary School, Byron Avenue, Wootton Bassett, SN4 8BA | Rachel Stewart Barnardo's | 01666 825577 rachel.stewart@wiltshire.gov.uk |
| Devizes South Children's Centre, Southbroom Infants School, The Green, Devizes, SN10 5AA | Trixie Lewis Managed by school governors | 01380 723184 trixie.avery@wiltshire.gov.uk |
| Devizes North Children's Centre, Bath Road area c/o Devizes South Children's Centre, Southbroom Infants School, The Green, Devizes SN10 5AA Phase Three under development | Trixie Lewis Managed by school governors | 01380 723184 trixie.avery@wiltshire.gov.uk |
| The Corner House Children's Centre, George Lane Car Park, Marlborough, SN8 4BY | Betty Dobson Rural Needs Initiative | 01672 513010 betty.dobson@wiltshire.gov.uk |
| Tidworth Windmill Hill Sure Start Children's Centre, Wylve Road, Tidworth, SP9 7QR | Betty Dobson Rural Needs Initiative | 01980 843010 betty.dobson@wiltshire.gov.uk |
| Pewsey Children's Centre, Office D, 12 River Street, Pewsey, SN9 5DH | Ali Perry Voluntary Action Kennet | 01672 564140 ali.perry@wiltshire.gov.uk |

Appendix B Performance Management in Children's Centres

| Children's Centre core offer | Performance indicator |
|---|---|
| <p>Early years provision</p> <ul style="list-style-type: none"> • Integrated early learning and childcare for babies and children until they are five years old. • Childcare suitable for working parents/carers for a minimum of 5 days a week, 48 weeks a year, 10 hours a day. • Childcare places will be open to all, with a priority around disadvantaged families, but not just families in the immediate area (admission and fee policies will be determined locally). • Support for childminders. • Early identification of children with special needs and disabilities with inclusive services and support for their families. • Links to local schools (extended schools and Healthy Schools) and out-of-school activities (holiday play schemes, before/after-school play and learning). | <p>NI 72 – Percentage of children who achieve a total of at least 78 points across the Early Years Foundation Stage (EYFSP) with at least 6 points scored in each of the personal, social and emotional development (PSED) and communication, language and literacy (CLL) scales. (PSA 10)</p> |
| | <p>NI 92 - Percentage gap between the lowest achieving 20% in the EYFSP and the rest (PSA 11)</p> |
| <p>Family support and parental outreach</p> <ul style="list-style-type: none"> • Visits to all families in the catchment area within two months of the child's birth (through the Child Health Promotion Programme or agreed local arrangements). • Information for parents/carers about the range of family support services and activities available in the area. • Support and advice on parenting including support at significant transition points for the family (e.g. pre birth, early days, settling into childcare). • Access to specialist, targeted services for those families which need them e.g support for parents/carers of disabled children. • Activities which increase parents/carers' understanding of their child's development. • Specific strategies and activities which increase the involvement of young parents, especially fathers. | <p>Percentage of members of the following groups in the children's centre reach area, with whom the children's centre establishes contact</p> <p>Teenage mothers and pregnant teenagers; Lone parents; Children in workless households; Children in Black and Minority Ethnic groups; Disabled children; children of disabled parents; and fathers. Other priority groups in the CC area.</p> |
| <p>Child and family health services</p> <ul style="list-style-type: none"> • Antenatal advice and support for parents/carers. • Child Health Promotion Programme. • Information and guidance on breast feeding, hygiene, nutrition and safety. • Promoting positive mental health and emotional wellbeing, including identification, support and care for those suffering from maternal depression, antenatally and postnatally. • Speech and language and other specialist support. • Support for healthy lifestyles. • Help in stopping smoking. | <p>NI 55 – Percentage of children in reception year who are obese (PSA 12)</p> |
| | <p>NI 53 – Percentage of infants being breastfed at 6-8 weeks from birth (PSA 12)</p> |
| | <p>NI 70 - Rate of emergency hospital admissions caused by unintentional and deliberate injuries to children and young people (PSA 13)</p> |
| <p>Parental Involvement</p> <ul style="list-style-type: none"> • Consultation and information sharing with parents/carers, including fathers, on what services are needed, and systems to get user feedback on services. • Ongoing arrangements in place to ensure parents/carers have a voice e.g. parents' forums. | <p>Percentage of parents in the children's centre area satisfied with services</p> |
| <p>Links with Jobcentre Plus</p> <ul style="list-style-type: none"> • Centres will link with Jobcentre Plus to encourage and support parents/carers who wish to consider training and employment | <p>NI 116 - Percentage of children aged 0-4 living in households dependent on workless benefits (PSA 9)</p> |
| | <p>NI 118 – Percentage of eligible families benefiting from the childcare element of Working Tax Credit; (DWP DSO)</p> |

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Appendix C

Title of document: Sure Start Children's Centres Guidance

Source: www.dcsf.gov.uk

Key points:

- The **Apprenticeships, Skills, Children, and Learning Act 2009** recognises Sure Start Children's Centres in law for the first time.
- The draft statutory guidance focuses entirely on the new legislation. It is not intended to supersede the existing DCSF guidance on children's centres.
- **Arrangements for the provision of children's centres.** Under the new Act, Local Authorities are required to provide sufficient children's centres 'managed by or on behalf of the LA in order to comply with Section 3 of the Childcare Act 2006, to provide integrated services for children and maximise the benefit of those services to parents, prospective parents and young children – the first local port of call when parents need help or advice. Sufficiency is deemed to be an average reach figure of 800 children under five per centre with the recognition that the delivery should be universal with the emphasis on families in greater need.
- **Duty on Local Authorities, Primary Care Trusts and Jobcentre Plus to consider providing services through a children's centre.** Partners should, wherever possible provide their services through children's centres and if not, to document the reason for this decision.
- **Consultation.** As well as using consultation to keep their children's centre provision under review, the Act requires consultation before specific actions are taken; to open a new children's centre beyond those designated under phases one, two and three, before any major changes in service delivery and to make the decision to close an existing children's centre
- **Advisory Boards.** Each children's centre must have an Advisory Board to provide advice and assistance to ensure effective operation of the children's centre. The Chair should be independent, i.e. not the children's centre manager. It does not have the legal powers of a school governing body
- **Inspection:** The Act requires, for the first time, that children's centres will be inspected by Ofsted. The inspection will be outcome focused and will be looking for evidence of the impact of the delivered services and the effectiveness of integrated working.
- **Safeguarding:** From 12 January 2010, a person who is on the children's barred list will commit an offence if they work or seek to work in a children's centre. Children's centres must follow the LSCB guidance and procedures. Partners, such as the Primary Care Trust, with staff working in the children's centres must ensure effective recruitment and vetting checks are carried out.
- **Having regard to the other services available in the local area.** The Act requires LAs to consider existing provision, especially childcare already operating in the local area before developing new or additional services, and consideration must be taken over the involvement of the private and voluntary sector.

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Appendix D

Joint Consultation on the Organisation of Sure Start Children's Centres and Provision for Children under Five with Difficulties and Disabilities from April 2011

Why are we consulting you?

It was agreed by the Wiltshire County Council Cabinet meeting on 23 October 2008 that the management of the Children's Centres would be opened to competitive tendering using the normal procurement process from April 2011. The present contracts end on 31 March 2011. The contracts for the provision for children under five with difficulties and disabilities also end on 31 March 2011.

The competitive tendering process is a requirement under European Union Procurement Directives and the Public Contracts Regulation 2006 to ensure open and fair competition amongst the member states of the European Union. Wiltshire Council is accountable to the HM Treasury to show that we are ensuring that the best value for money is obtained from public funds.

We aim to be a council that is truly representative of local people and is a transparent and local council. We aim to provide excellent services at good value for money and achieve high public satisfaction.

Who is being consulted?

- Present providers
- Schools with a children's centre on site
- Staff
- NHS Wiltshire, including Midwives and Health Visitors
- Social Care Teams
- District Specialist Centres
- Portage Services
- Voluntary Sector Forum
- Wiltshire Parent Carer Council
- Jobcentre Plus

What is the present provision?

Sure Start Children's Centres

Presently, the 30 children's centres are managed by a variety of different organisations

Table 1

| Children's Centres | Provider until March 2011 |
|--|---|
| Chippenham Redland ,Malmesbury ,Wootton Bassett , Cricklade, Calne Priestley Chippenham The Rise and Chippenham Kings Rise Corsham | Barnardos The Rise Trust Wiltshire Council |
| Marlborough and Tidworth Pewsey Devizes North and Devizes South | Rural Needs Initiative VAK Southbroom School Governors |
| Amesbury, Bulford, Salisbury City , Salisbury Little Folly Tisbury, Wilton and Downton Salisbury Elim Mere | Action for Children Elim Centre Trustees Mere Footprints |
| Trowbridge Studley and Trowbridge Longfield Trowbridge Bellefield Melksham Kings Park Melksham Queensway Bradford on Avon Westbury, White Horse Warminster, The Avenue | Wiltshire Council Bellefield School Governors Kings Park School Governors Queensway Chapel Trustees Fitzmaurice School Governors Westbury Infant School Governors The Avenue School Governors |

What is the present provision for children under five with difficulties and disabilities?

The parents of children under five who have difficulties and disabilities are able to choose where their child attends early year's provision. Pre-schools, nurseries and childminders all provide the Early Years Foundation Stage and parents can choose a combination of provision that is most suitable. All settings should be suitable for all children; however some children may need more support that would include a range of specialist day care and family support services. In recognition of this there are a range of specialist providers;

- Stepping Stones in Trowbridge
- Springboard in Chippenham
- John McNeill in Salisbury
- Devizes Opportunity Centre
- Starworld Nursery in Marlborough (specialist maintained nursery)
- North and East Wiltshire Portage Service
- Salisbury Portage
- West Wilts Portage

At present the specialist provision for children with difficulties and disabilities is not consistent and equitable throughout the county. Centres generally have different opening times during the week, are term time only, provide a limited choice of holiday provision and have differing eligibility criteria.

The voluntary organisations presently managing the existing services have developed locally, but the service from the point of view of families receiving the service should not depend on where they live. Wiltshire Council wants to ensure that children under five with difficulties and disabilities receive a service that is flexible, innovative and responsive to change.

Further to the public consultation in 2006; establishing the team around the child multi agency Inclusion Support Meeting process, and the development of Wiltshire Children's Centres we now need to consolidate these initiatives as we develop a plan to provide an equitable, cohesive and sustainable service for the future.

Proposals for the organisation of Sure Start Children's Centres from April 2011 Table 2

| Option one | Advantages | Disadvantages |
|---|---|---|
| <p>To offer pre-determined clusters of children's centres in the service specification e.g.</p> <ul style="list-style-type: none"> • Chippenham Cluster (Redland, King's Rise, The Rise) • Salisbury Cluster (Little Folly, Salisbury City, Elim) • Trowbridge Cluster (Studley Green, Bellefield, Longfield) • Devizes Cluster (Devizes South, Devizes North) • Melksham Cluster (King's Park, Queensway) • South West Wiltshire Cluster Mere, Tisbury and Wilton. • Wootton Bassett and Cricklade • Marlborough and Pewsey • Tidworth, Bulford and Amesbury <p>The rest of the centres as single sites</p> | <ul style="list-style-type: none"> • Reduces management costs by offering more than one children's centre under a single management structure. • Enables joint working between teams assigned to specific areas of the County particularly in the main towns. • Greater opportunity to provide joined-up services for families. • Reduces the possible duplication of work. • Enables a cluster of centres together in the south of the County with small numbers of children to work together to provide the core offer of services. • Enables centres serving Armed Forces families to work together. | <ul style="list-style-type: none"> • Potential providers would be required to bid for a cluster in some areas of the county. • Depending on the outcome, providers may be working in clusters that would be different from the present arrangements. • There is less opportunity for creative solutions. |

| Option two | Advantages | Disadvantages |
|--|--|--|
| <p>To offer the children's centres as single sites but during the selection process to favour bids that demonstrate best value for money through economy of scale.</p> | <ul style="list-style-type: none"> • Gives greater flexibility for potential providers to show how their bid could offer the best and most competitive service for the local community. • Present providers do not feel excluded from the process. | <ul style="list-style-type: none"> • Potential for greater management costs than option one and therefore a reduction in the amount of money available for children and families • Present providers may 'play safe' and lack the creativity to present new ways of working. |

Option three

Suggestions for another approach to organising Wiltshire's children's centres.

Proposals for the future of specialist services for children under five with difficulties and disabilities.

Table 3

| Option 1 | Advantages | Disadvantages |
|---|---|---|
| <p>For a service in each area of the 4 hub areas of the County; Trowbridge, Devizes, Salisbury and Chippenham that is consistent, ensuring parents have an equitable service wherever they live. This would include family services provided in partnership with Wiltshire Children's Centres; specialist day care would be available as a minimum from 9am to 3pm, Monday to Friday and for at least 48 weeks of the year. The service would include family support outreach services offering one to one support in the home; this could be delivered in partnership with another organisation.</p> | <ul style="list-style-type: none"> • Children with difficulties and disabilities would receive a consistent service wherever they live • The service would be available all year round • The service would support parents who wish to work • It matches the delivery of the children's centres. • It requires service providers to work in partnership with others to meet the service specification. • It meets the needs of the service users. • Promotes multi agency working. | <ul style="list-style-type: none"> • There may be some disruption if the service is covered using too many partners. • Funding may be disproportionate • Inconsistency of service provision • Geographical barriers |
| <p>Option 2</p> | | |
| <p>For one county-wide service offering a comprehensive service for all 20 community areas working closely with children's centres and providing hubs of specialist childcare, family support and outreach.</p> | <ul style="list-style-type: none"> • Children with difficulties and disabilities would receive a consistent service wherever they live • The service would be available all year round • The service would support parents who wish to work • It matches the delivery of the children's centres. • It requires service providers to work in partnership with others to meet the service specification. | <ul style="list-style-type: none"> • It does not build on the strengths of the present service. • May jeopardise the Government and Wiltshire Council's commitment to the involvement of a range of voluntary providers. |

| | | |
|--|---|--|
| | <ul style="list-style-type: none"> • It meets the needs of the service users. • More efficient and equitable use of funding • More efficient use of specialist staff • Parents may not have to travel so far to receive specialist support. | |
|--|---|--|

Option 3

Suggestions for an innovative approach to organising the provision for children with significant difficulties and disabilities to provide effective working and fair access for parents and children.

From April 2011, accommodation will be available at Longfield Children’s Centre in Trowbridge, and Kings Rise Children’s Centre in Chippenham. Successful service providers would be expected to work alongside Wiltshire’s Children’s Centres in the delivery of integrated services for children with difficulties and disabilities.

What will happen next?

Two evening open meetings will be held on 28 January and 2 February (venues to be confirmed) to outline the plans and answer questions. On the deadline date, the responses will be collated and they will form part of a paper to Wiltshire Council Cabinet. The Cabinet will be asked to agree the way the services will be offered for tendering and the timetable to achieve this. This timetable is still in draft form at present.

How to express your views

Responses must arrive no later than **Friday 26 February 2010**. Responses may be for the children's centre options or the proposals on the provision for children under five with difficulties and disabilities, or respondents may wish to reply to both.

Further copies are available in hard copy or by email from Charlotte Stephens 01225 785695
charlotte.stephens@wiltshire.gov.uk

The responses can also be returned to charlotte.stephens@wiltshire.gov.uk

Or by post to : Early Years and Childcare Team,
 Unit 1 Ascot Court,
 White Horse Business Park,
 Trowbridge
 BA14 0XA

| Timetable | |
|-------------------------|---|
| Dec 2009 | 2 December meet with Portfolio Holder for Children's Services to agree the key points in the tendering timetable. Consultation on the proposals begins on Friday 4 December for 12 weeks until 26 February 2010. This goes out to present providers, partner organisations such as NHS Wiltshire and social care teams, district specialist centres and schools where a children's centre is on a school site. |
| Jan 2010 | 2 evening meetings to brief providers 28 Jan Devizes Corn Exchange and 2 Feb 2010 Salisbury Guildhall at 6.30pm. |
| 2 February | Paper outlining the timetable to Children's Trust Board – deadline date for paper 2 February |
| 26 February | End of consultation period |
| 3 March | Deadline for the submission of the Cabinet paper to Democratic Services |
| 23 March | Cabinet paper to propose agreement for the tendering process |
| 1 April | Advertisement for expressions of interest |
| 22 April | Deadline for returns of expressions of interest |
| 23 April | Send out pre-qualification questionnaires PQQ |
| 14 May | PQQs returned |
| 17 - 28 May | Evaluation of PQQs including finance |
| 1 June | Send out tenders |
| 1 July | Closing date for questions about the tenders |
| August | |
| 7 September | Deadline for return of tenders |
| 8 September | Tenders are opened at County Hall |
| 20 September | Tender evaluations begin. Panel meeting for each children's centre cluster and each specialist centre involving stakeholders potential for minimum of 20 events |
| Oct | Tender evaluations continue |
| 5 November | End of tender evaluations |
| 12 November | Notify decisions |
| 15 – 26 November | Standstill period |
| December | Deal with any challenges Contracts awarded |
| Jan 2011 | TUPE consultation |
| Feb | |
| March | |
| April | New contracts begin |

**Response to the proposals for the organisation of
Wiltshire's Sure Start Children's Centres from 2011**

Name

Postcode

What is your interest in the future of the Children's Centre (e.g. current parent, local resident, member of staff etc)

Which option do you support?

Children's centres specification sent out already clustered as above – option 1

Service specification for each children's centre as a standalone centre with the best value decision taken during the selection process – option 2

Another approach – option 3

Any other comments – additional sheets may be added

Please send your responses by **Friday 26 February 2010 either by email to**

charlotte.stephens@wiltshire.gov.uk

Or by post to

Charlotte Stephens
Early Years and Childcare Team,
Unit 1 Ascot Court,
White Horse Business Park,
Trowbridge
BA14 0XA

Response to the proposals for the provision for children under five with difficulties and disabilities from April 2011

| |
|-----------------|
| Name |
| Postcode |

| |
|--|
| What is your interest in the future of specialist provision? (e.g. current provider, current delivery partner, member of staff etc) |
| Which option do you support? |
| Hub based provision – option 1 |
| One county-wide provision covering all 20 community areas – option 2 |
| Another suggestion – option 3 |

Any other comments – additional sheets may be added

Please send your responses by **Friday 26 February 2010** either by email to

charlotte.stephens@wiltshire.gov.uk

Or by post to

Charlotte Stephens
Early Years and Childcare Team,
Unit 1 Ascot Court,
White Horse Business Park,
Trowbridge
BA14 0XA

Appendix E

Collated responses for the consultation on the organisation of Sure Start Children's Centres.

| Postcode | Community Area | Nature of the involvement with the proposals | Option 1 Clustered / some stand alone sites | Option 2 Stand alone | Option 3 Another approach | Comments from the response forms |
|----------|--------------------------|--|---|----------------------|---------------------------|--|
| BA15 | BoA | Nursery owner within BoA Children's Centre | * | | | |
| SN 8 | Tidworth and Marlborough | Manager of 2 children's centres – Rural Needs Initiative | | | * | Other clusters than those suggested – Tidworth and Bulford together but not including Amesbury. Support the mutual support for Armed Forces areas. |
| SN8 | Tidworth and Marlborough | Trustees Rural Needs initiative | | | * | Agree the potential for clustering. Support for Armed Forces families should include all the centres on the plain. |
| SN14 | Chippenham | Redland Primary School | * | | | |
| SN14 | Chippenham | Parent and member of Advisory Board - Redland | | * | | Values the diversity provided by centres in Chippenham being run by different providers. |
| SN14 | Chippenham | Queen's Crescent School | * | | | The service is not consistent with more than one provider in Chippenham. |
| SN14 | Chippenham | Trustees and Management Committee of Springboard Opportunity Group | | * | | Concern that rather than give better value it might result in another management layer |
| SN14 | Chippenham | Manager of Springboard Opportunity Group | | * | | Wishes to continue with the current local diversity and ownership |
| SN15 | Chippenham | Children's Centre staff | * | | | |
| SN13 | Corsham | Corsham Primary School | * | | | |
| SN13 | Corsham | Parent | * | | | |
| SN10 | Devizes | Councillor | * | | | |
| BA12 | Mere | Mere School | | | * | School wishes to run Mere as a stand alone centre. |

| Postcode | Community Area | Nature of the involvement with the proposals | Option 1 Clustered with some stand alone sites | Option 2 Stand alone | Option 3 Another approach | Comments |
|----------|----------------|---|--|----------------------|---------------------------|---|
| SN9 | Pewsey | Pewsey Children's Centre | | * | | In the cluster arrangement small voluntary sector organisations may be disadvantaged as they cannot compete with larger organisations. They understand the need to carry out this process but fear that local expertise will be lost. |
| SP2 | Salisbury | Early years worker | * | | | Seems to allow more money to be made available and would promote collaboration. |
| SP1 | Salisbury | Greentrees Primary School | * | | | |
| BA14 | Trowbridge | Health visitor | * | | | |
| BA14 | Trowbridge | Staff member of Bellefield Children's Centre | | * | | <p>The staff, governors and parents of Bellefield Children's Centre feel very strongly that they wish to remain as a single site and not be clustered with the other two centres in Trowbridge under one organisation as their present arrangement is working well.</p> <p>The Manager sees it as the hub of the community and clustering would be destroying that.</p> <p>The centre says that value for money is already being demonstrated.</p> <p>Change of management would create unrest and may lead to loss of interest and performance.</p> <p>Why try and fix something that isn't broken?</p> <p>As a stand alone centre it can be developed to meet the needs of our parents.</p> <p>The existing staff have a good working relationship with parents.</p> <p>Parent's engagement with the children's</p> |
| BA14 | Trowbridge | Co-chair of St Thomas' Parent and Toddler Group | | * | | |
| BA14 | Trowbridge | Children's Centre Manager at Bellefield | | * | | |
| BA14 | Trowbridge | St Thomas' Parent and Toddler Group | | * | | |
| BA14 | Trowbridge | Chair of Governors at Bellefield Primary | | * | | |
| BA14 | Trowbridge | Parent – Bellefield | | * | | |
| BA14 | Trowbridge | Parent – Bellefield | | * | | |
| BA14 | Trowbridge | Parent – Bellefield | | * | | |
| BA14 | Trowbridge | Parent- Bellefield | | * | | |
| BA14 | Trowbridge | Member of school staff- Bellefield | | * | | |
| BA14 | Trowbridge | Member of school staff- Bellefield | | * | | |
| BA14 | Trowbridge | School staff- Bellefield | | * | | |

| Postcode | Community Area | Nature of the involvement with the proposals | Option 1 Clustered with some stand alone sites | Option 2 Stand alone | Option 3 Another approach | |
|----------|----------------|--|--|----------------------|---------------------------|--|
| BA14 | Trowbridge | Member of school staff-Bellefield | | * | | <p>centre depends on how easy it is to access. It is considered to be a disadvantage to cluster centres. Our families need consistent support. Facilities that meet the specific needs of the local community are vital. Personal knowledge of the school families is important Individual centres are best placed to understand the complex nature of needs.</p> <p>The children's centre and school benefit from sharing each other's facilities. The children's centre is running effectively and efficiently as it is by the school governors.</p> |
| BA14 | Trowbridge | Member of school staff-Bellefield | | * | | |
| BA14 | Trowbridge | Member of school staff-Bellefield | | * | | |
| BA14 | Trowbridge | Member of school staff-Bellefield | | * | | |
| BA14 | Trowbridge | Member of school staff-Bellefield | | * | | |
| BA14 | Trowbridge | Member of school staff-Bellefield | | * | | |
| BA14 | Trowbridge | Member of school staff-Bellefield | | * | | |
| BA14 | Trowbridge | Governor and parent attending children's centre at Bellefield | | * | | |
| BA14 | Trowbridge | Local resident and Governor - Bellefield | | * | | |
| BA14 | Trowbridge | Headteacher of Bellefield Primary | | * | | |
| BA14 | Trowbridge | Governor and vicar of parish in which Bellefield Children's Centre is situated | | * | | <p>Disagrees with the need to tender at all. Fears clustering will cause staff to have to travel between centres.</p> |
| BA14 | Trowbridge | Health Visitor – Bellefield area | | * | | |
| BA14 | Trowbridge | Parent | * | | | |
| BA13 | Westbury | Children's centre staff member | | * | | <p>The return states strongly that the respondent would like the children's centre to stay as it is.</p> |

| Postcode | Community Area | Nature of the involvement with the proposals | Option 1 Clustered with some stand alone sites | Option 2 Stand alone | Option 3 Another approach | Comments |
|----------|-------------------------------|--|--|----------------------|---------------------------|--|
| SN12 | Melksham | Trustees of Queensway Chapel Children's Centre | | | * | Although recorded as favouring option 3, the written response mirrors the proposal for clustering, suggesting a combined management tier with each centre having its own leader. |
| | Wiltshire Councillors | Major Contracts Task Group - Children's Services Select Committee 25 -2-10 | * | | | Supports option 1 –cluster model |
| | North Wiltshire | Assistant Director Barnardos for North Wiltshire | | * | | Not opposed to clustering except in Chippenham, which makes sense geographically but does not recognise the differing strengths of the two present voluntary organisation providers. |
| | County - wide | Regional Manager for Jobcentre Plus | * | | | |
| | Calne, Corsham and Chippenham | Westlea Housing | * | | | Partnership with Barnardos to provide 1-1 support is very effective. Understands the need for economies of scale but their partnership has been very effective and wishes it to continue. |
| | County-wide | Assistant Director of Children and Young People's Services Wiltshire Community Health Services NHS Wiltshire | * | | | From a health perspective, and now as one provider across Wiltshire for many of our services, the cluster model listed in the consultation paper would be the preferred option. Greater clustering would be even more beneficial. The exception is Tidworth being part of an Amesbury/Bulford cluster as it cuts across two Council hub areas. |
| | County-wide | NHS Wiltshire Breastfeeding Strategy Group | * | | | Agreed at a meeting held on 11 February 2010 that the clustering arrangement would fit well with their planned peer support programme. |

| Postcode | Community Area | Nature of the involvement with the proposals | Option 1 Clustered with some stand alone sites | Option 2 Stand alone | Option 3 Another approach | Comments |
|----------|-----------------|---|--|----------------------|---------------------------|--|
| | County -wide | Young Parents' Support Co-ordinator | * | | | Support any method of co-ordinating services –particularly those for Armed Forces families. |
| | South of County | Group Manager for Children's Services , Action for Children, Wiltshire and Somerset | * | | | Action for Children has been managing 7 children's centres in the south of the county as a cluster. There are many advantages to this proposal. There are two services managers and a co-ordinator in each centre managing the day to day running. |

Collated responses to the consultation on the proposals for the provision for children under five with difficulties and disabilities

| Postcode | Community Area | Nature of the involvement with the proposals | Option 1 4 area hub based approach | Option 2 One service provider for Wiltshire | Option 3 Another approach | Comments |
|----------|----------------|--|---------------------------------------|--|------------------------------|--|
| BA15 | BoA | Nursery owner within BoA children's centre | | * | | Children should have access to services all year round |
| SN14 | Chippenham | Queen's Crescent School | * | | | Needs an equitable service |
| SN14 | Chippenham | Redland Primary School | * | | | |
| SN 14 | Chippenham | The Trustees and Management Committee of Springboard Opportunity Group | * | | | Support for a service in each hub area of the County. Additional feedback from parents will be taken into consideration when drawing up the service specification. |
| SN 14 | Chippenham | Manager of Springboard Opportunity Group | * | | | Support for a service in each hub area of the County. |
| SN13 | Corsham | Corsham Primary School | * | | | |
| | Devizes | District Specialist Centre | * | | | Prefer the hub model |
| SN8 | Marlborough | Specialist Learning Centre | | * | | Services need to be consistent across the County |
| SN8 | Marlborough | Children's Centre Manager for Marlborough and Tidworth | | | * | Suggests 5 hub areas rather than 4, to include Marlborough as another hub |
| SN8 | Marlborough | Trustee of Children's Centre | | | * | Suggests 5 hub areas rather than 4, to include Marlborough as another hub as families find it hard to access services in Devizes. |
| SP1 | Salisbury | Greentrees Primary School | * | | | |
| SP2 | Salisbury | John McNeill Opportunity Centre | * | | | Extended hours are requested from parents for respite, contact with other parents, information and support. |

| Postcode | Community Area | Nature of the involvement with the proposals | Option 1 4 area hub based approach | Option 2 One service provider for Wiltshire | Option 3 Another approach | Comments |
|----------|---|--|--|--|---------------------------------|---|
| SP2 | Salisbury | Early years worker | | * | | This option offers the fairest and most consistent service |
| BA14 | Trowbridge | Health Visitor | * | | | |
| BA14 | Trowbridge | Health Visitor | * | | | Should be available beyond 3pm for 50 weeks a year. Not convinced the specialist services moving to the Longfield Children's Centre is appropriate |
| BA14 | Trowbridge | Stepping Stones District Specialist Centre | * | | | The detailed information provided will be used to draw up the service specification |
| | Wiltshire Councillors | Major Contracts Task Group - Children's Services Select Committee 25-02-2010 | * | | | Support option one – delivering services within and across the 4 County hub areas. |
| | County - wide | Regional Manager for Jobcentre Plus | * | | | Longer hours would help support working parents |
| | County –wide | Assistant Director of Children and Young People's Services Wiltshire Community Health Services NHS Wiltshire. | * | | | Supports the hub-based model. Children with difficulties and disabilities should have the same option of choices as all children. |
| | Salisbury Portage Service | Manager | | | * | Portage should be managed through a high quality centrally managed and integrated Wiltshire Portage and Early Support Service operating locally in each of the four hub areas. |
| | North Wilts , Devizes and Kennet Portage and Early Support in East Kennet | Portage Services Manager | | | * | A single Portage and Early Support service covering the whole of Wiltshire. This should remain true to the National Portage Framework, delivering a home based educational and holistic service, meeting the needs of the child and family. |

| Postcode | Community Area | Nature of the involvement with the proposals | Option 1 4 area hub based approach | Option 2 One service provider for Wiltshire | Option 3 Another approach | Comments |
|----------|---------------------------|---|--|--|---------------------------------|---|
| | | Wiltshire Council Physical Impairment Service | * | | | Supports a combination of options 1 and 2 – the services based in the 4 hubs but the services co-ordinated and delivered county-wide. Also supports the extended hours of delivery and allows flexibility of using resources. |
| | | Anonymous | | | * | A jointly commissioned Wiltshire Portage service centrally managed by locally based available 48 weeks of the year. It should remain as a defined service. |
| BA14 | West Wiltshire Portage | Service Co-ordinator | | | * | A jointly commissioned Wiltshire Portage service, centrally managed but offering locally based services over 48 weeks |
| BA14 | West Wilts | Provider of Special Needs Activity Scheme | * | | | Questions the sustainability of offering provision for more than two weeks in the summer. |

WILTSHIRE COUNCIL

CABINET

23 MARCH 2010

Subject: HOMELESSNESS STRATEGY

Cabinet member: Councillor John Brady – Economic Development, Planning and Housing

Executive Summary

This is the first Wiltshire Council Homelessness Strategy 2010/2015 which sets out the council's plans for the prevention of homelessness and for securing that sufficient accommodation and support will be available for people who become homeless or who are at risk of becoming so.

The homelessness legislation placed a duty on all local authorities to produce a homelessness strategy and this strategy builds on the achievements of all four previous district council strategies and sets a framework for the continued improvement of homelessness services.

A total of five strategic priorities have been set which identify the main expected outputs of the homelessness strategy. The strategy is an important document that will ensure we sustain and improve upon the work already undertaken and meet new national indicators, local area agreement targets and other government initiatives. The action plan sets out key objectives under each priority and will drive continued improvements to the homelessness services that are delivered by the council and other partner agencies.

The five strategic priorities are:

1. Improve information about the accessing of accommodation for both customers and agencies
2. Improve access and support for all customers with a particular focus on renting privately
3. Continue to improve the prevention of homelessness through a comprehensive advice service and having an effective range of housing options for customers
4. Increase the supply of affordable housing and promote choice
5. Provide effective partnerships and improve communications and publicity

The strategy will be available on the website with a hard copy available on request.

Proposal

That Cabinet recommends that full council approve the homelessness strategy 2010/15 and agrees the implementation of the homelessness strategy action plan.

Reason for Proposal

Legal requirement imposed upon all local authorities by the Homelessness Act 2002. It also encourages the continued partnership working with other statutory bodies and voluntary sectors whose work helps prevent homelessness or meet the needs of people who have experienced homelessness.

Graham Hogg
Service Director, Housing

WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: HOMELESSNESS STRATEGY

Cabinet member: Councillor John Brady – Economic Development, Planning and Housing

1. Purpose of Report

1.1 To seek Cabinet's endorsement of the Homelessness Strategy.

2. Background

2.1 The homelessness act 2002 placed a statutory duty on all local authorities to have in place a homelessness strategy based on a review of all forms of homelessness in their district. The first strategy was required by July 2003 and reviewed at least every 5 years. A review of the previous four district councils was required in July 2008 however, due to Local Government Reorganisation (LGR), the Government Office of the South West (GOSW) allowed for an extension of this requirement and accepted an interim action plan which included the main action points from the four district councils.

2.2 To understand the needs and gaps in service provision, a full review of homelessness in Wiltshire through information gathering days and consultations with service users and stakeholders was undertaken. The strategy builds on the achievements of all four previous district council strategies and sets a framework for the continued improvements of homelessness services.

2.3 The review was carried out between April and August 2009 and considered the nature and extent of homelessness within the county. In particular it focused upon:

- Exploring current and previous trends in levels of homelessness
- Identifying the causes of homelessness within Wiltshire County Council
- Gauging current service provision for homeless households
- Identifying gaps in the provision of current services

2.4 The homelessness strategy creates a shared vision for homelessness in Wiltshire with an emphasis on partnership working to deliver the identified priorities. It is a working document, setting out challenging targets to deliver innovative solutions to tackling homelessness and building on existing successes to prevent homelessness in Wiltshire.

2.5 The strategy is a strategy written, owned and delivered by Wiltshire Council in partnership with the housing community of Wiltshire. It links to other strategies and plans such as the local area agreement for Wiltshire, the sustainable

community strategy for Wiltshire 2007-2016 and Wiltshire Council's first year plan 2009-2010.

3. Main considerations for the Council

3.1 The homelessness strategy sets out how the council and its partners will work together over the next 5 years to ensure that the needs and gaps in the provision of help for homeless people are addressed and objectives within the action plan are achieved.

3.2 The homelessness strategy action plan sets out the 5 strategic priorities and a number of objectives under each of the 5 priorities have been set. The success of the action plan relies on the continued multi-agency working and the emphasis on the prevention of homelessness.

3.3 The homelessness strategy is an important document that will ensure we can sustain and improve upon the work already undertaken and meet new national indicators, local area agreement targets and other government initiatives.

3.4 It is a legal requirement for all local authorities to produce a homelessness strategy

3.5 It is proposed that cabinet recommends that full council approve the homelessness strategy 2010 - 2015 and agrees the implementation of the homelessness strategy action plan.

4. Environmental Impact of the Proposal

4.1 Not considered applicable.

5. Equality & Diversity Impact of the Proposal

5.1 The homelessness strategy detailed herein aims to deliver quality services without prejudice and discrimination to meet the needs of all the community, regardless of age, cultural or ethnic background, disability, gender, marital status, religious or political persuasion or sexual orientation and will adhere to the equality and diversity policy developed by Wiltshire Council.

6. Risk Assessment

6.1 The risk of not endorsing the homelessness strategy will result in the council being open to legal challenge for failing to produce a mandatory document. It will also result in the council not having an up-to-date strategy in place for addressing the needs and gaps in provision of help for homeless people.

6.2 Endorsing the homelessness strategy will ensure that the council has an up-to-date strategy and action plan to address the needs and gaps in provision of help for homeless people. It will also ensure that the excellent multi-agency work will continue and the emphasis on the prevention of homelessness will continue

to play a major role in improving the homelessness services delivered by Wiltshire Council and other partner agencies. The government supplements housing authorities' resources with specific programmes to help them deliver effective homelessness strategies and services to prevent homelessness.

7. Financial Implications

7.1 Revenue - The proposal is not expected to increase costs in the revenue budgets of the housing team.

8. Legal Implications

8.1 Under the Homelessness Act 2002, all housing authorities must have in place a homelessness strategy based on a review of all forms of homelessness within their district. Failure to produce an up-to-date strategy will be open to legal challenge.

9. Options considered

9.1 Doing nothing is likely to have a detrimental impact on the prevention of homelessness and the reduction of households in temporary accommodation. The sustainable community strategy, local area agreement for Wiltshire and Wiltshire Council's first year plan set targets and goals to reduce the number of households in temporary accommodation. Without clear objectives and multi-agency working it is likely that a rise in households presenting as homeless will result.

10. Conclusion

10.1 It is requested that Cabinet recommend that full council approve the homelessness strategy.

Graham Hogg
Service Director, Housing

Report Author:

Angie Rawlins
Head of Housing Options
01225 776655 ext 268

Background Papers

None

Appendices

Homelessness Strategy
Action Plan

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2.0 Introduction

The Homelessness Act 2002 made local housing authorities responsible for preparing a strategy to address any needs and gaps in the provision of help for homeless people. To understand these needs and to develop the first homelessness strategy for Wiltshire, we carried out a full review of homelessness in Wiltshire through information gathering days and consultations with service users, stakeholders and local agencies. This strategy builds on the achievements of all four previous district council strategies and sets a framework for the continued improvement of homelessness services.

The review was carried out between April and August 2009 and considered the nature and extent of homelessness within the county. In particular it focused upon:

- Exploring current and previous trends in levels of homelessness
- Identifying the causes of homelessness within Wiltshire
- Gauging current service provision for homeless households
- Identifying gaps in the provision of current services

Much has been achieved since the first homelessness strategies were produced; the key has been the shift of emphasis to the prevention of homelessness and continued multi-agency working. The approach has led to a fall in levels of homelessness across the county over the last five years and many improvements in homelessness services.

This strategy is based on a review of homelessness, which is summarised in the strategy, along with consultation with stakeholders and consideration of the new context and identified challenges. A total of five strategic priorities have been set, which identify the main expected outputs of the homelessness strategy.

The strategic priorities of this homelessness strategy are:

1. Improve information about the accessing of accommodation for both customers and agencies.
2. Improve access and support for all clients with a particular focus on renting privately
3. Continue to improve the prevention of homelessness through a comprehensive advice service and having an effective range of housing options for customers.
4. Increase the supply of affordable housing and promote choice
5. Provide effective partnerships and improve communications and publicity

This strategy is important to ensure that we can sustain and improve upon the work already undertaken and meet new national indicators, Local Area Agreement (LAA) targets and other government initiatives. The action plan will drive continued improvements to the homeless services delivered both by the Council and by a range of partner agencies.

3.0 Section one

3.1 National homeless picture

The government is committed to reducing homelessness and has set a number of targets / measures to reduce homelessness and to halve the number of households in temporary accommodation. Wiltshire has either met or is on track to meet these targets. These include:-

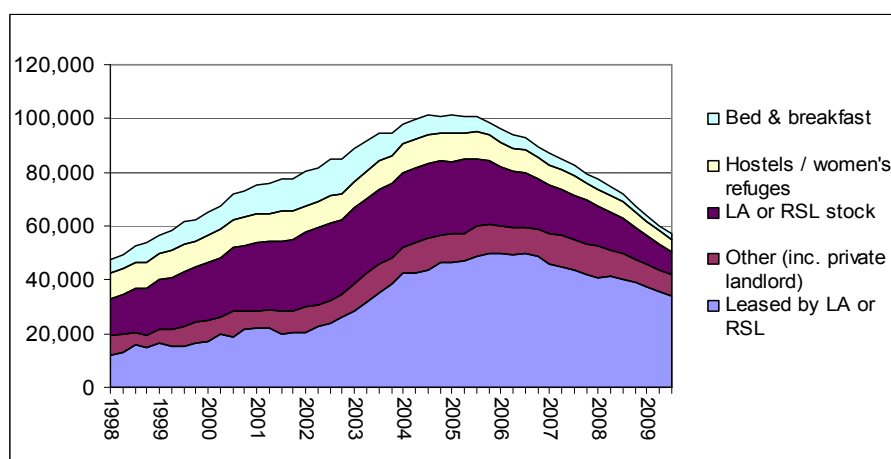
- Reduce, or sustain the reduction of, the levels of rough sleeping by two thirds from the level recorded in 1998
- Avoid the long term use of bed & breakfast accommodation for homeless families with children and for households with a pregnant woman
- By 2010 to have 16 and 17 year olds accommodated in bed & breakfast accommodation only in exceptional circumstances
- Halve (from the level recorded in December 2005) the number of households placed in temporary accommodation by December 2010.
- Each year reduce the level of homelessness acceptances against the three main causes of homelessness in the area, from the level of the previous year.

Nationally, homelessness has been steadily improving with a reduction in the number of households in temporary accommodation, the elimination of bed and breakfast and a reduction in the total number of rough sleepers.

The number of households nationally accepted as homeless in 2008/09 was 53,430, compared to 135,430 in 2003/04.

In addition the number of households living in temporary accommodation in England in 2003/04 was 97,680, which was reduced to 64,000 households in 2008/09. The government has set a challenging target to halve the number of households living in temporary accommodation to 50,500 by 2010. At the end of March 2009, 88% of households in temporary accommodation were in self-contained accommodation and 4% were in bed and breakfast hotels.

Households in temporary accommodation, by type, at the end of each quarter, from 1998 to 30 September 2009



The national rough sleeping estimate for 2008 shows a 78 per cent reduction in rough sleeping in England since 1998. Annual research has confirmed we have low levels of rough sleeping recorded each year in Wiltshire and initiatives in reducing this further are considered in section 5.4 below.

3.2 Regional homelessness picture

Wiltshire is situated within the South West Region and adjoins eight other local authority areas. Of these eight, Swindon, South Gloucestershire and Bath and North East Somerset are also unitary authorities. The chart below shows the neighbouring local authorities and the numbers of homeless acceptances for the year 2008/09.

| Local Authority | Total no. of households in area | Acceptances | per 1000 households |
|-----------------------|---------------------------------|-------------|---------------------|
| Swindon | 80,000 | 171 | 2.1 |
| South Gloucestershire | 105,000 | 229 | 2.2 |
| BANES | 74,000 | 127 | 1.7 |
| South Somerset | 68,000 | 179 | 2.6 |
| Mendip | 46,000 | 102 | 2.2 |
| Cotswold | 36,000 | 23 | 0.6 |
| Wiltshire | 186,000 | 409 | 2.2 |

Interestingly, the total number of acceptances for Wiltshire is far higher than for any of our neighbouring local authorities; this may be due to Wiltshire having the highest number of households, 44% higher than South Gloucestershire which is the second highest and 75% higher than North Dorset which is the lowest. It is therefore important to show homeless acceptances together with the numbers of households within each area, in order to gain a true picture of the comparative levels of homelessness.

South West regional housing strategy 2005 - 2016

It is intended that the actions of the Wiltshire homelessness strategy will help support the implementation of the regional work detailed in the South West regional housing strategy 2005-2016. The following strategic aims and themes are outlined in the regional housing strategy.

| Strategic aim | Theme |
|---|--|
| Improving the balance of housing markets – <i>“to develop housing markets with a range of tenures, which improve the balance between supply and demand, and offer everyone the opportunity to access a home at a price they can afford”</i> | Increasing housing delivery |
| | Reducing homelessness and use of temporary accommodation |
| | Access and more efficient use of housing Stock |
| Achieving good quality homes – <i>“to ensure that existing and new homes improve over minimum standards of quality, management & design by 2016”</i> | Promoting sustainable development and good design |
| | Meeting the Decent Homes target |
| Supporting sustainable and mixed communities – <i>“to ensure that housing makes a full contribution to the achievement of sustainable and inclusive communities”</i> | Sustainable and mixed communities |
| | Support for homeless households and vulnerable groups |

3.3 Wiltshire context

This homelessness strategy creates a shared vision for homelessness in Wiltshire with an emphasis on partnership working to deliver the identified priorities.

Wiltshire Council held information gathering days in the North, South, East and West of the county in April 2009. The high level of interest in the event shown by our partners working within this sector was demonstrated by the attendance on the days of over 50 organisations. The lively debate and valuable contributions made by these organisations reflect the importance stakeholders attach to the issues being discussed.

Many of the stakeholders realised that if Wiltshire was to achieve its vision of preventing all homelessness then this would need to be done in partnership, as it cannot be tackled by one organisation alone. This homelessness strategy therefore is a strategy written, owned and delivered by Wiltshire Council in partnership with the housing community of Wiltshire.

The strategy is a working document, setting challenging targets to deliver innovative solutions to tackling homelessness, and building on existing successes to prevent homelessness in Wiltshire.

Since April 2009 when we became Wiltshire Council, a number of new partnerships have been formed and the existing ones strengthened. In July 2009 Wiltshire Council held its first multi-agency homelessness forums to assist in developing this strategy and to monitor the action plan.

As well as having good partnerships, there are identified below some of the other strategies and plans that impact on homelessness, and to which this strategy will have links:-

Local area agreement for Wiltshire (LAA)

The local area agreement (LAA) is an agreement signed with central government, which agrees targets for the next three years. It has been introduced as part of the local agreement for Wiltshire, which improves the way the council and its partners work together. The current LAA (2008 – 11) contains a number of key housing related strategic objectives -

- Net additional homes provided
- Number of affordable homes delivered (gross)
- Reduction in the use of temporary accommodation

However, there are many other targets not directly relating to housing but which we play a part in meeting, including helping to build resilient communities, supporting people to live independently, and helping to make homes more energy efficient.

A sustainable community strategy for Wiltshire 2007 – 2016

The sustainable community strategy has been developed to create a common vision for a more sustainable future for Wiltshire, by taking a more cross-disciplinary and integrated approach to social, economic and environmental issues. It also provides

the evidence for the local area agreement. Below are some of the housing outcomes intended to help achieve the housing issues identified within the strategy:-

- Increased access to affordable homes
- Choice and transparency in the allocation of social housing
- Reduction in households in temporary accommodation
- Increased uptake of energy efficiency

Wiltshire Council's first year plan – 2009 - 2010

Wiltshire Council's first year plan was developed to identify the vision, goals and ambitions for the first year as Wiltshire Council. The vision for the new council is to:



Create stronger and more resilient communities

and the goals are to:

- 1 Deliver high quality, low cost, customer focused services,
- 2 Ensure local, open, honest decision making,
- 3 Work together to support Wiltshire's communities.

It sets out the actions that will be delivered in the first year of the council and for housing this includes:-

- Delivering a total of 554 new affordable homes
- Reducing the total number of households currently living in temporary accommodation to below 242
- Helping young people who find themselves in need of housing
- Starting to build 350 new affordable Private Finance Initiative homes in the West Wiltshire area
- Investing in supported housing for elderly and vulnerable adults

A revised corporate plan is currently being developed and one of the agreed priorities is meeting housing need. The finer detail, objectives and targets have not yet been developed, but will be finalised in January 2010.

Other strategies and plans include:-

Alcohol strategy
Domestic abuse strategy
Mental health strategy
Parenting strategy
Teenage pregnancy strategy
Wiltshire community safety plan

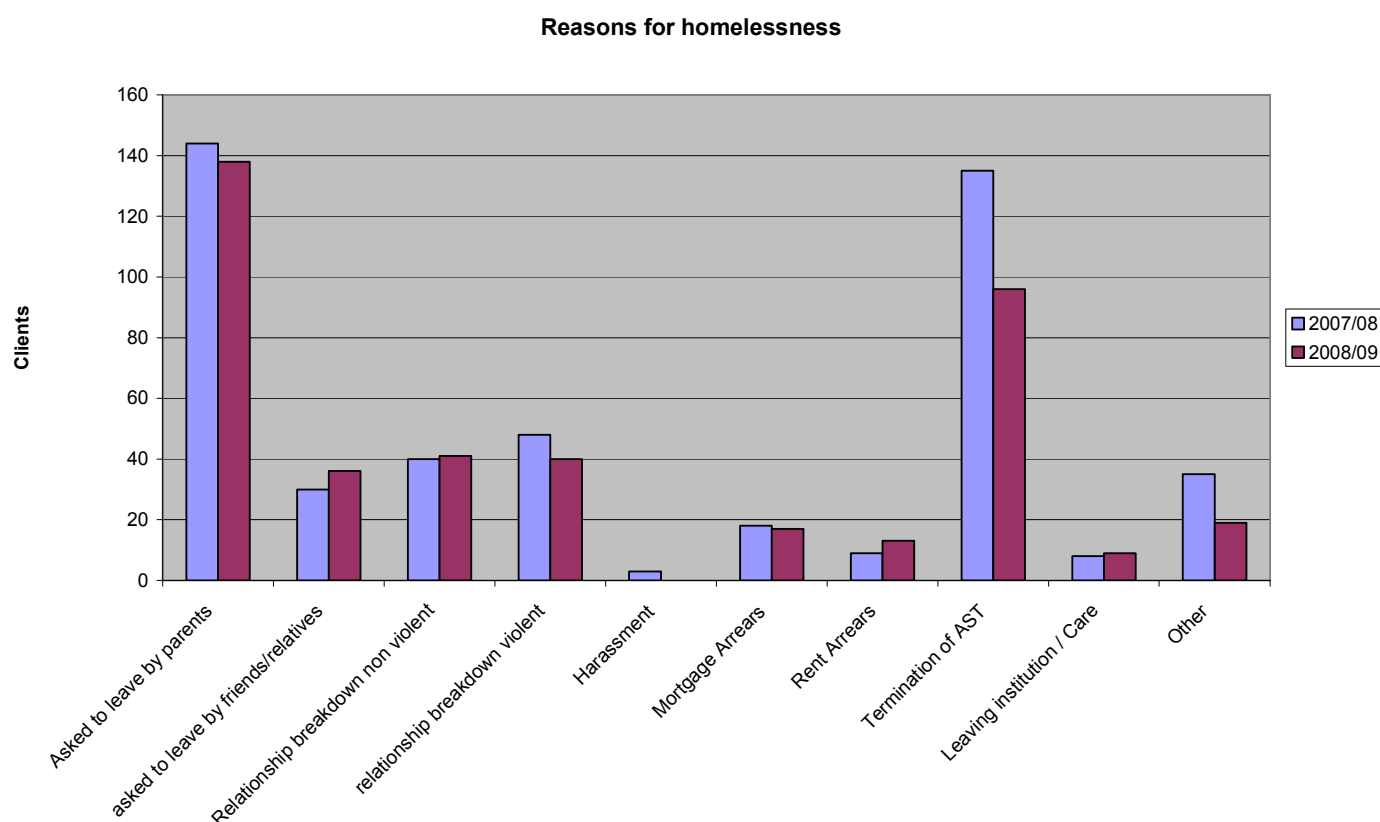
4.0 Section two

4.1 Understanding the local causes of homelessness

In Wiltshire from 2007/08 to 2008/09 the three main causes of homelessness were and still are today:-

- Being asked to leave by parents
- Termination of assured shorthold tenancies
- Relationship breakdown

Below shows a breakdown of the reasons for homelessness in 2007/08 and 2008/09.



The three main causes of homelessness are consistent with the national and South West homeless figures. See table below:-

| | Nationally | South-West | Wiltshire Council |
|------------------------------------|------------|------------|-------------------|
| Parental evictions | 23% | 24% | 34% |
| Termination of AST | 14% | 21% | 23% |
| Friends/other relatives eviction | 14% | 10% | 9% |
| Violent relationship breakdown | 13% | 10% | 10% |
| Non violent relationship breakdown | 7% | 7% | 10% |
| Other | 29% | 28% | 14% |

By far the main cause of homelessness in Wiltshire is parental evictions. In 2008/09, 138 households were accepted as homeless because they were asked to leave home by parents. This accounted for 34% of all homeless acceptances in 2008/09. To try and reduce the amount of parental evictions we intend:-

‘E1 - To explore ways in which we can raise greater awareness of the consequences of homelessness among school and college leavers.’

‘E2 - To create a secondary school / college resource pack.’

‘E4 & E5 - To become trained in and pilot the use of the Common Assessment Framework to help with prevention and early intervention as well as safeguarding young people.’

‘E6 - To work with the extended services teams that work with vulnerable families in schools to identify early signs of families who are experiencing difficulties.’

‘C8 - To home visit all 16-24 year olds threatened with homelessness to discuss alternative housing options to prevent homelessness.’

The second main cause of homelessness is around the termination of a privately rented property. During 2008/09 23% of total acceptances were for this reason, which is a decrease of 6% on acceptances from 2007/08. Further work needs to be done to better understand the reasons why landlords are serving notices but basic research has indicated that the reasons for termination include:-

- the landlord’s circumstances have changed and they either require the property back for themselves or they want to sell the property.
- assertion of a legal right by the tenant i.e. repairs
- anti-social behaviour by the tenant

In April 2009 Wiltshire Council launched its Wilts Let scheme, which is a scheme to assist households who are threatened with homelessness to secure suitable, affordable private rented accommodation by funding the rent in advance and holding the deposit as an alternative to applying as homeless. To date this scheme has prevented a total of 239 households from becoming homeless and needing to go into temporary accommodation.

We have also recently recruited accommodation option officers in each of the area hubs to encourage greater use of the private rented sector, by advertising the benefits of the Wilts Let scheme as well as with the extra support that they are able to offer tenants and landlords.

We hope that through the work of these officers we will be able to encourage private landlords and agents to rent properties to households on housing benefit. Historically, private landlords in Wiltshire have been reluctant to rent to homeless households on housing benefit, so we hope that through this work we will be able to change this.

To try and prevent landlords from serving notice on tenants we intend:-

‘B1 - To develop and advertise a Wiltshire landlords accreditation scheme.’

‘B2 - To develop initiatives to encourage private landlords to accept households who are threatened with homelessness and who are on benefits.’

‘B1 - To set up a landlords forum that meets twice a year and links into the Wiltshire housing partnership (WHP).’

‘B4 – To fast track housing benefit for households threatened with evictions.’

Finally, the third main cause of homelessness in Wiltshire is due to relationship breakdown (both violent and non violent). In 2008/09, 81 households were accepted as homeless due to a relationship breakdown, which is a reduction on previous years.

In 2007/08 Wiltshire police confirmed that 3,618 domestic abuse incidents were reported to them. Given the consensual view that only 1 in 5 incidents are actually reported to the police, it is therefore estimated that the level of domestic abuse in Wiltshire is in the region of 18,000 incidents per annum.

We can also confirm that in 2007/08 Wiltshire refuges and safe houses accommodated 147 women and 154 children, and that in the same year 50% of cases referred to Wiltshire Council children and families service were attributed to domestic abuse.

As identified in the domestic abuse strategy for Wiltshire, domestic abuse cannot be tackled in isolation and a co-ordinated partnership approach is essential. All partners should work together to prevent, intervene and reduce the impact of domestic abuse.

The safety of victims and their families has been identified as an important issue in our consultation, and as such we are looking at developing a county wide sanctuary scheme for victims of domestic abuse to help them to stay safe in their own homes.

To try and reduce relationship breakdown levels in Wiltshire we will:-

‘C6 - Identify through research the reasons for relationship breakdowns in Wiltshire and develop a relationship breakdown policy to assist with prevention work in this area of homelessness’

‘C3 - Develop a county wide sanctuary scheme for victims of domestic abuse.’

‘C11 - Identify high risk victims through the engagement of the Wiltshire multi-agency risk assessment conferences (MARAC) and recognise and support the role of the domestic abuse reduction support officer.’

4.2 Temporary Accommodation

In line with the national data on the reduction of homelessness, Wiltshire Council is reducing the total number of accepted homeless cases and the number of households who currently reside in temporary accommodation.

Below confirms the total number of households in temporary accommodation from the end of March from 2004/05 to 2008/09 and the latest temporary accommodation figure for Wiltshire:

| | 2005/06 | 2006/07 | 2007/08 | 2008/09 | Dec 09 |
|---|---------|---------|---------|---------|--------|
| Number of households in temporary accommodation | 383 | 330 | 272 | 204 | 142 |

The chart below confirms the total number of households in some form of temporary accommodation in our neighbouring authorities as well as our 2010 target for households in temporary accommodation. Those highlighted in blue have already met the 2010 government target.

| | NOs in T/A Sept 2009 | 2010 Target |
|-----------------------|----------------------|-------------|
| Wiltshire Council | 149 | 219 |
| BANES | 26 | 37 |
| Swindon | 354 | 435 |
| South Gloucestershire | 88 | 132 |
| South Somerset | 171 | 122 |
| Mendip | 53 | 45 |
| Cotswold | 11 | 11 |

The standard of temporary accommodation in Wiltshire is good. 50% of the households who were consulted as part of our research confirmed that their experiences of temporary accommodation were either good or very good; however, 17% stated that their experiences were bad or very bad.

On looking into this further it was noted that 85% of the bad or very bad experiences came from households who had stayed at Hillside Hostel, which is due to be demolished during 2010 and the site used for the development of affordable housing.

Temporary accommodation in Wiltshire is provided in a variety of ways which are detailed below:-

| Type of accommodation | Households March 09 | Households December 09 |
|-------------------------------|---------------------|------------------------|
| Hostel | 60 | 34 |
| Bed and breakfast | 2 | 0 |
| Private sector leasing scheme | 85 | 86 |
| Supported lodgings | 0 | 0 |
| RSL temporary accommodation | 33 | 21 |
| Homeless at home | 0 | 0 |
| Other | 24 | 1 |
| Total | 204 | 142 |

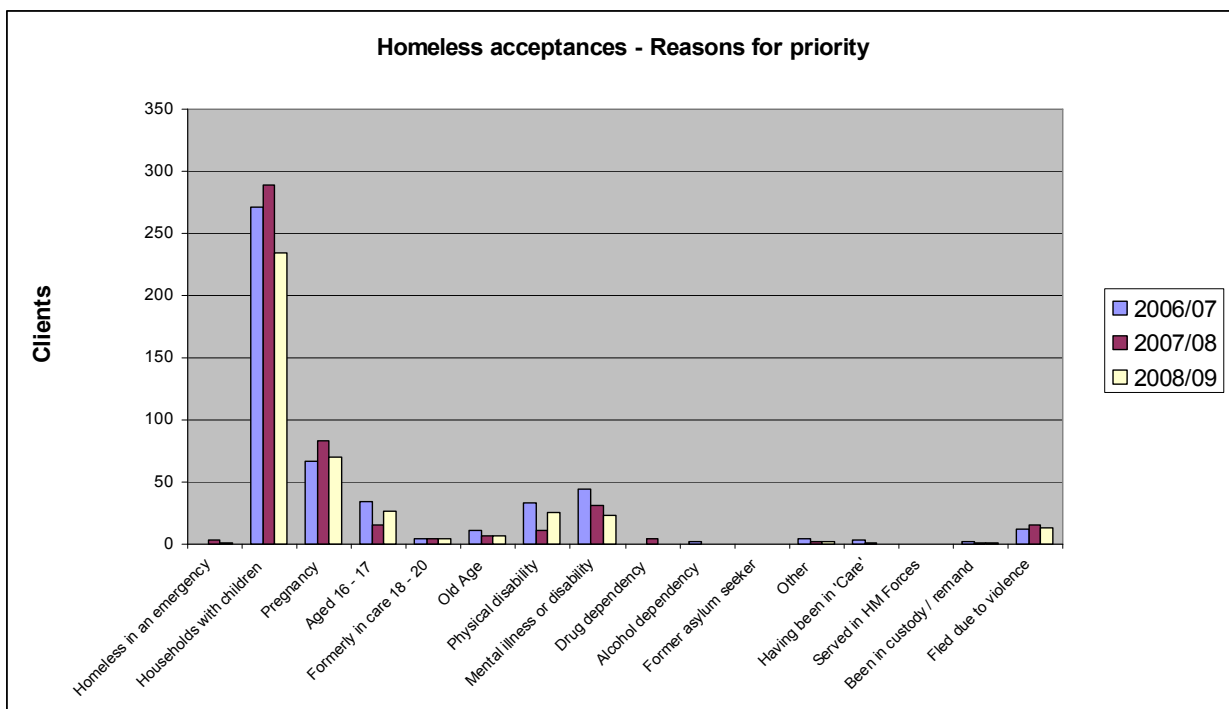
Even though we have already met the government target to reduce the number of households in temporary accommodation by 50% by 2010, it is still important to keep under review the availability and suitability of emergency and temporary accommodation, as well as the support needs of all households in temporary accommodation.

Again ahead of target we eliminated the use of bed and breakfast for all households, except in an emergency, and will now only use this form of accommodation as a last resort.

4.3 Reasons for Priority acceptances in Wiltshire

In Wiltshire, households with dependent children/pregnancy have accounted for the majority of statutory homelessness acceptances. There has also been a noticeable increase in the number of 16 and 17 year olds presenting as homeless during the last few years and this is likely to be due to the change in legislation in 2002 that requires local authorities to find this group in priority.

Below is a chart showing the reasons that households have been accepted as homeless over the past three years



Section three will look at a variety of individual client groups in more detail. As well as looking at the reasons for homelessness in Wiltshire it is important to understand the age profile and the household make up of those accepted as homeless. You will notice below that in 2008/09 over 50% of households accepted as homeless by the council were aged between 16 and 24. This is consistent with the main cause of homelessness in Wiltshire which is parental evictions; therefore you would expect a high proportion of young households being accepted as homeless.

| Age | 06/07 | 07/08 | 08/09 |
|--------------|------------|------------|------------|
| 16-24 | 205 | 192 | 194 |
| 25-44 | 227 | 241 | 179 |
| 45-59 | 44 | 32 | 29 |
| 60-64 | 8 | 3 | 5 |
| 65-74 | 4 | 2 | 2 |
| 75 + over | 1 | 0 | 0 |
| Total | 489 | 470 | 409 |

It is also important to review the family make up of those accepted as homeless. It is interesting to note that the largest group of households who were accepted as homeless are female lone parents, therefore a further understanding of the reasons for parental evictions is required, as, although likely to be due to overcrowding, we have to consider that the economic climate may be having an effect in this area.

| Family Make up | 06/07 | 07/08 | 08/09 |
|----------------------|------------|------------|------------|
| Couple with children | 104 | 120 | 108 |
| Male lone parent | 19 | 10 | 22 |
| Female lone parent | 217 | 242 | 174 |
| Single male | 85 | 47 | 50 |
| Single female | 52 | 40 | 41 |
| All other households | 12 | 11 | 14 |
| Total | 489 | 470 | 409 |

‘C14 - To research into the reasons for parental evictions due to such incidences being well above the national average and to make recommendations on how these can be prevented.’

‘C15 – To research into the reasons for homelessness among 16 – 24 years and to make recommendations on preventative options.’

When considering the main causes of homelessness it is also important to look at prevention work that stops families from needing to apply as homeless. Prevention work is one of the main tools used to help reduce homelessness in the County and below gives a breakdown of the preventions carried out in 2008 / 09.

Breakdown of homeless preventions 2008 / 2009:

| Prevention | Number of cases |
|--|-----------------|
| Prevented homelessness - Advice & assistance | 431 |
| Prevented homelessness - Court work | 11 |
| Prevented homelessness - Rent deposit scheme | 293 |
| Prevented homelessness – Mortgage | 7 |
| Prevented homelessness - Sanctuary scheme | 0 |
| Prevented homelessness - Home visit | 54 |
| Prevented homelessness - Perm housing | 88 |
| Prevented homelessness - Supported accommodation | 21 |
| Other | 0 |

The main ways of preventing homeless in 2008/2009 were achieved by:-

- Helping households to remain in their current accommodation by negotiating with private and registered social landlords, mortgage lenders etc., and finding practical solutions to housing difficulties through advice and assistance.
- Helping households to rent privately through various rent deposit schemes previously operated by the district councils.

Concerns were raised that these figures do not give a true picture of the number of preventions that the options team actually enable. A new system has since been

introduced and within the first 9 months we have recorded a total of 1251 preventions which is within top quartile performance for prevention work.

This can be shown in the end of year prevention figures as below, which also highlight future forecasted numbers:-

| | 2007/08 | 2008/09 | Dec 09 | 2010/11 | 2011/12 |
|---|---------|---------|--------|---------|---------|
| Number of households prevented from becoming homeless | 721 | 997 | 1251 | 1610 | 1750 |

To ensure that we are able to continue to prevent homelessness through providing advice and assistance, we have set up the following actions:

‘C1 - To achieve charter mark accreditation for our housing advice service.’

‘C4 – All housing options advisors to have a generic role but to develop specialism in specific areas, e.g. domestic abuse, mental health.’

‘C7 – To continue to focus on front line prevention with the ambition of achieving top quartile on prevention work each year.’

‘C9 – To offer debt counselling, income maximisation and budgeting advice to prevent homelessness and as part of pre-tenancy work to sustain tenancies. To promote financial inclusion initiatives such as credit unions and affordable credit.’

‘C16 – To create an enhanced housing options service.’

5.0 Section three

5.1 Homelessness as it affects specific client groups

5.2 Black and minority ethnic households

Wiltshire has a relatively small proportion of people from black and minority ethnic groups (2.7% of the population) compared to the rest of the country (11.3% for England). Information for Wiltshire indicates that the black and minority households are not disadvantaged when it comes to being accepted as homeless as over the past two years the homeless service has accepted over 5% of applications from black and minority groups which is consistent with the proportion of black and minority groups in Wiltshire.

Although numbers are relatively small, this can in itself lead to problems for communities isolated from sources of cultural community support. It is therefore essential that the housing needs of this group are better understood in order to ensure equitable access to appropriate housing or advice service. Below gives a clear breakdown for the past three years.

| Total Homeless Acceptances by ethnicity in Wiltshire | 06/07 | 07/08 | 08/09 |
|--|------------|------------|------------|
| Total white | 481 | 449 | 384 |
| Total black | 1 | 6 | 4 |
| Total Asian | 0 | 2 | 5 |
| Total mixed | 1 | 2 | 7 |
| Total other | 1 | 4 | 0 |
| Not stated | 5 | 7 | 9 |
| Total | 489 | 470 | 409 |

We therefore intend:-

‘A3 - To develop and implement equality impact assessments as a tool to understand the impact of services on individuals and communities and inform service development.’

5.3 Military

Military personnel constitute around 3% of Wiltshire’s total population, with around 15,000 personnel stationed at sites across the county. At former district level, the proportion of military personnel ranges from 1% of the population in the west to 7% of the total population in the east area. We need to be aware of changes planned for both the army and RAF presence in Wiltshire over the next three to four years. One of these changes is to be the stepped build up in the numbers of army personnel and their families based in the Salisbury Plain area, as this is developed into one of the country’s first Super Garrisons. The increases began in 2007 and should be completed by 2012.

Due to this gradual increase in military personnel in Wiltshire, along with the recent changes in housing legislation making it more accessible for military personnel to apply for social housing in the areas where they are/were stationed, it is important that we understand the potential future impact of this on the homelessness service.

Since 2006, Wiltshire has not accepted any client as homeless for the primary reason of 'having served in HM forces', however this does not mean that we have not assisted families who have gone through relationship breakdowns and in turn left army accommodation as the primary reason for priority could have been 'household with dependent children'. It is for this reason that further research is required into the needs of those who have served in HM forces.

We therefore intend:-

'B3 - To research the needs of ex-serviceman across Wiltshire and produce housing guides for all forces leavers to help find alternative accommodation and prevent homelessness.'

5.4 Rough sleepers

In November 2008 the government launched a strategy on rough sleepers and set an ambitious target of ending rough sleeping 'once and for all' by 2012. Rough sleeping is the most extreme form of homelessness. People who sleep rough are vulnerable to physical or sexual abuse, crime, drug and alcohol misuse and health problems.

Fortunately, there are few instances of people sleeping rough in Wiltshire. There are however occasional reports of people being seen sleeping in cars, parks, derelict buildings and in some rural locations of the County. Therefore, although we are not required to do so, it was agreed that we would conduct an informal rough sleeper street count which was completed on 16 December 2009 across the County. Only one rough sleeper was found in the Salisbury area; however there was evidence of rough sleeping in Trowbridge.



Below confirms the results of Wiltshire's rough sleeper counts from 2006 to 2010 based on the government's definition of people sleeping rough, which is:-

“People sleeping, or bedded down, in the open air (such as on the streets, or in doorways, parks or bus shelters); people in buildings or other places not designed for habitation (such as barns, sheds, car parks, cars, derelict boats, stations or “bashes”)”

Results of rough sleeper counts from 2005 - 2009

| | 2005/06 | 2006/07 | 2007/08 | 2008/09 | 2009/10 |
|-----------|---------|---------|---------|---------|---------|
| WWDC | 0 | 2 | 5 | 0 | 0 |
| NWDC | 7 | 8 | 12 | 0 | 0 |
| Salisbury | 5 | 5 | 4 | 3 | 1 |
| Kennet | 0 | 0 | 0 | 0 | 0 |
| Total | 12 | 15 | 21 | 3 | 1 |

As with all street counts, the actual estimates provided cannot be assumed to be comprehensive, because of the hidden nature of much rough sleeping, but as they have been conducted on a reasonably consistent basis, it seems nationally and locally there is a downward trend in rough sleeping. There has been much criticism of aspects of the methodology used in the street counts (e.g. the definition of a rough sleeper and the ‘rounding down’ of estimates of less than ten to zero). However this has proven to be a national concern and not just local to Wiltshire.

There are no night shelters in Wiltshire, with the nearest being Bath and Swindon. As a result, it is likely that people who sleep rough migrate to these locations where there are facilities. We do however recognise that there may be a number of households ‘sofa surfing’ or residing with friends and family on a very temporary basis and the full extent of this is unknown.

Wiltshire Council will operate severe weather provisions for rough sleepers. The trigger for this is when the weather forecast predicts three consecutive nights with a minimum temperature of zero degrees Celsius or lower. In these cases the council will work very closely with voluntary agencies and housing providers so that rough sleepers can be brought in from the streets and be provided with emergency accommodation for the duration of the cold weather.

‘E7 - To create a multi agency rough sleepers panel that meet regularly to discuss rough sleeper issues including cold weather provision.’

5.5 Single people in housing difficulty

We have limited information about people who are single homeless and who do not fall under the priority need category of the homelessness legislation. At our multi-agency homelessness forum, concerns have been expressed that very little assistance is available in Wiltshire for single homeless people, and there is also acknowledgement that this is often a vulnerable group due to the particular difficulties they experience.

Currently, some supported housing schemes in Salisbury are being used for single homeless people, however, following a review of the residents within all supported housing schemes in Wiltshire, it was found that many of these individuals would not have been eligible for placement had a referral been made by the Council. This is currently being addressed as we have made limited funds available to assist this

client group to secure private rented accommodation, but concerns exist that this could still lead to an increase in rough sleeping.

The council with its partners will carry out a full assessment of housing options for single people in order to determine the gaps and demand in service provision for this client group.

5.6 16 / 17 year olds

The vulnerability of 16 and 17 year olds in housing need is the reason for the special status given to them under both the homelessness and children legislation. The relationship between the obligations placed on the housing department and those on children services was the subject of a further House of Lords judgement in May 2009.

We recognise that there is considerable scope for better working between housing and children's services on this matter, so that more is done to ensure that each young person in housing difficulty is provided with support and accommodation appropriate to their circumstances. We do have some suitable supported schemes for 16 and 17 years olds in the County but as the need increases we are likely to need more. In 2007/08 we accepted a total of sixteen 16 and 17 year olds and this increased to twenty seven in 2008/09

'C10 – Reduce the use of temporary accommodation by housing and children services through better homeless prevention and early identification of children and families at risk.'

'C12 – Create service level agreements with all social housing providers to help reduce the number of B&B placements made by DCE and to ensure that all young people who are owed a duty are accommodated in suitable accommodation.'

'E3 – To have a shared commitment from children's services and housing regarding planning for the accommodation and support needs of care leavers.'

5.7 Teenage parents

Teenage pregnancy rates in Wiltshire are lower than for the South West and England, but have been rising in recent years. The rate of teenage pregnancies in this area has increased from 28.7 (aged <17) per 1000 young women in 2002, to 31.5 per 1000 in 2007. In actual terms there are now approximately 300 teenage pregnancies per year in Wiltshire, leading to around 140 - 150 births a year.

In order for Wiltshire to meet its national teenage pregnancy strategy targets there needs to be a reduction in teenage pregnancies from the current 1 in 32 young women becoming pregnant down to 1 in 62, which will be a very difficult target to meet, as eleven of Wiltshire's wards are teenage pregnancy hotspots and have rates amongst the 20% highest in England.

There are also national targets to get 60% of young mothers into education, employment and/or training (EET); and at present in Wiltshire 67% of young mothers are *not* in any kind of education, employment or training (NEET). This indicates that there is a need for further targeted floating support to enable these young mothers to

attain the skills not only to be able to successfully manage their lives and parenting but also to be able to access training to get work.

Significant gaps in the provisions for homeless teenage parents were identified in the 2003 financial assessment of the council's grant allocation: most notably, that there were no accommodation based supporting people services for teenage parents. Since then, 21 units of supported 'mother and baby' housing have been made available, and the teenage partnership board has incorporated other partners and partnership boards in order to bring about a joint approach to addressing the needs of this group.

However, due to recent changes in the provision requirements for homeless teenage parents, and most particularly the shift from a 'mother-and-baby' prioritisation to a family-based focus more inclusive of the child's father, the Council is currently undergoing a full review of its provisions for homeless teenage parents.

5.8 People with drug and alcohol problems

The statutory figures for homeless acceptances due to the vulnerability of the applicant or family member to alcohol or drug dependency are, in Wiltshire as across other English rural authorities, very low: 1.02% of total acceptances in 2006/7; 0% in 2007/8; and 0.49% in 2008/9. These figures, however, are likely to reflect the definition and categorisation of statutory homeless dependency need groups, within which homeless households without dependent children are much less likely to be owed a full statutory duty than those with children, and also in which those households with dependent children are accepted as a priority as such, without requiring the further recording of drug or alcohol issues among applicants.

The Strategic Assessment of Alcohol Harm in Wiltshire describes the impact of alcohol misuse across the County, detailing current services as well as identifying gaps in provision. The Strategic Assessment informed the identification of priorities for action by partner agencies in Wiltshire and led to the Wiltshire Alcohol Strategy and Implementation Plan 2009-11. This plan sets out provisions for the prevention of alcohol harm and for early intervention in order to prevent homelessness among those who have problems with alcohol and drug misuse. These are separated into 'prevention' and 'intervention' initiatives, including in the former case educational awareness programmes and, in the latter, staff training and the provision of early support for those identified as at risk from substance harm.

The directory of drug and alcohol services (6th edition) provides details of advisory, counselling, housing and drop-in services available across the county, catering for both individuals and families affected by drug and alcohol issues and at risk of homelessness.

Following the recommendations of the Bannan Report, the facilities for drug and alcohol supported accommodation in Wiltshire have improved, with the provision of seven rooms at Damascus House designated as 28-day direct access accommodation.

Ruth House accepts housing referrals for people on a script, but the absence of any wet treatment accommodation in the County remains a subject of criticism. This would be a supported hostel for short term homeless individuals in the process and committed to combating their addiction to alcohol. Both the Wiltshire supporting

people partnership and the drug and alcohol action team (DAAT) have described a lack of support available for homeless individuals who are not yet engaged in dry treatment programmes. Past attempts to introduce a wet house in the County have encountered resistance, and there remains no provision for this kind of support in Wiltshire.

As identified by the former Wiltshire supporting people partnership, and still relevant today, there are several areas of improvement required in the provision of support to people with drug and alcohol problems who are either homeless or at risk of homelessness. These are:

1. The needs of people who misuse alcohol should be considered separately to those of drug misuse as their needs are often very different.
2. The provision of wet treatment accommodation should be re-examined.
3. Specialist services should be available to those with multiple needs ('dual/multiple diagnoses').
4. There is a need for improved links between housing and treatment providers in order to help people moving on from residential rehabilitation to maintain a treatment programme and access support.

Rates for alcohol-related admissions to hospital were estimated to be 1,121 per 100,000 of the population in 2007/08. These admission rates are increasing in all areas of the county and are predicted to continue to do so. They are strongly correlated with deprivation levels. Compared to the national average, women in Wiltshire have higher levels of overall mortality attributed to alcohol. Estimates suggest that there is a lower proportion of drug users in Wiltshire compared with the South West and England populations. The greatest proportion of drug misuse-related admissions is for intentional self-poisoning by a range of drugs (including over the counter medications).

5.9 Ex-offenders

The statutory figures for homelessness amongst ex-offenders often appear very low. Mental health issues, substance misuse and relationship breakdown are more likely to be recorded as the priority reason for acceptance as homeless, rather than having left custody.

To get a realistic view of homelessness amongst offenders, figures for housing status on entering custody have been used, as these enable a more accurate picture of housing need.

By recording the housing status on reception into custody, the prison service is able to assist offenders with housing issues, such as housing benefit claims, the termination of tenancies, unattended animals etc..

The existing national accommodation target for placing ex-offenders into settled accommodation at the end of sentence, order or licence is 79%.

| 2008 - 09 | YTD | YTD % (total) | NFA | NFA % | TEMP | TEMP % |
|------------------|------------|----------------------|------------|---------------|-------------|---------------|
| East | 15 | 7.39% | 1 | 6.67% | 0 | 0.00% |
| North | 22 | 10.84% | 3 | 13.64% | 3 | 13.64% |
| South | 53 | 26.11% | 4 | 7.55% | 2 | 3.77% |
| West | 113 | 55.67% | 17 | 15.04% | 6 | 5.31% |
| TOTAL | 203 | 100.00% | 25 | 12.32% | 11 | 5.42% |

The above table shows figures for offenders (adults 18yrs+) who declared themselves to be of no fixed abode (NFA), or living in temporary accommodation (TEMP), on entering custody within the South West and Wales (2008 – 2009).

The implications of offenders entering custody for short sentences (6 months or less) is that realistically there is little or no time to deal in-custody with any housing needs, other than attempting to secure the continuation of an existing tenancy, or terminating tenancies.

| 2009 - 10 | YTD | YTD % | NFA | NFA % | TEMP | TEMP % |
|------------------|------------|----------------|------------|---------------|-------------|---------------|
| East | 6 | 5.13% | 1 | 16.67% | 0 | 0.00% |
| North | 50 | 42.74% | 11 | 22.00% | 2 | 4.00% |
| South | 12 | 10.26% | 2 | 16.67% | 1 | 8.33% |
| West | 49 | 41.88% | 10 | 20.41% | 3 | 6.12% |
| TOTAL | 117 | 100.00% | 24 | 20.51% | 6 | 5.13% |

The table above shows the figures (year to date October 2009) for the current reporting period. If the monthly average remains the same for the rest of the year, the numbers coming into custody would be similar to last year, but the NFAs would increase by over 40%. The north area is already showing a marked increase in the numbers declaring themselves without a permanent address.

The South West Accommodation Gateway (SWAG) was a pilot project, the delivery of which was a Government commitment through the action and delivery plans to reduce re-offending. The South West was selected to run this national pilot due to the particular challenges it faces in relation to affordable housing and the opportunities that the well developed partnerships in the South West presented. The Dorset and Plymouth Gateways began operation in September 2006 and Bristol in February 2007.

There is a possibility of the project being extended to the whole of the South West, but with the current financial constraints, there have been no announcements regarding this to date.

There has been a great deal of research into the links between accommodation and the reduction of re-offending. The social exclusion unit report on which the original Gateway project was based suggested that being in employment reduces the risk of re-offending by between a third and a half and having stable accommodation reduces

the risk by a fifth. Similarly, the Joseph Rowntree Foundation in 1996 found in research covering four prisons that two thirds of ex-prisoners who had no satisfactory accommodation on release went on to re-offend within 12 months, whereas only a quarter of those in suitable accommodation did so.

It should also be noted that the literature suggests that accommodation is part of a complex mix of offender needs in this area; and this itself points to a requirement for gateway and multi-agency projects to ensure that appropriate support is available, either through the gateway or from other services.

‘C5 - To develop and implement an intervention procedure for leavers from Erlestoke Prison and to review the procedures for Guys Marsh’

5.10 Physical disabilities and learning difficulties

From the Census 2001, the percentage of people with learning difficulties is 2.34% of the total population; therefore the number of people in Wiltshire aged 18 and over with learning disabilities is now approx 8,270. By 2012, it is predicted that this will increase to 10,418.

It has proved difficult to obtain information about the levels of demand for adapted housing. The Homes4Wiltshire register identifies households who have requested a need for an adapted property. We currently have 645 households on the register who have identified a need for some sort of adapted property, but not all of these will require wheelchair housing (housing which is intended for occupation by somebody who uses a wheelchair inside the house for most of the time).

As a working hypothesis it has been assumed that those households containing a family member with a disability that have stated the need for a fully adapted property, which is 99 households, are likely to be households that have a member of the family who needs to use a wheelchair.

To ensure we are able to meet the needs of households with disabilities we have agreed the following objectives:-

‘A2 – For Housing to become part of the transition steering group for young disabled people to better understand current and future needs.’

5.11 Households with mental health problems

In 2008/09 a total of 23 people with mental health problems were accepted as homeless, a reduction from 31 in 2006/07. During the strategy consultation, stakeholders identified difficulties in accessing statutory services for dual-diagnosis clients. We therefore need to look at and improve our working procedures with key agencies that cover mental health clients presenting as homeless.

Where people live has an impact on their mental health needs. The social exclusion unit report “Mental Health and Social Exclusion” states:

“Stable, appropriate housing is critical for people to work and take part in community life. A lack of stability or unsatisfactory housing can lead to worsening mental health.”

People with mental health problems are particularly likely to have vulnerable housing:"

People with mental health problems are:

- One and a half times more likely to live in rented housing.
- Twice as likely to be dissatisfied with their accommodation.
- Four times more likely to say that their health has been affected by their housing.

A lack of suitable housing not only impacts people's mental health but may also result in them being delayed in hospital, if that is where they have been treated, leading to a greater reliance on services and staff, and less independence. Through Homes4Wiltshire, clients, with a priority need because of mental health problems and who have been in supported accommodation and are ready to move, will be allocated the highest priority banding to ensure that they are able to access permanent independent housing quickly.

5.12 Specialist mental health housing team

The specialist mental health housing team has been created in order to improve communication between health, adult care and housing. The aim of the service is to ensure that people in receipt of mental health services receive the appropriate support in order to either access supported or permanent accommodation, or to maintain their existing accommodation. The main responsibilities of the team are to provide support to individuals with accommodation issues, improve and develop systems for referral and signposting, identify shortfalls and improve access to supported accommodation by increasing capacity and by aiding the move-on process. The team currently focuses on the north and east of the county, but plans are being developed to roll the service out to the rest of the county.

5.13 Mental health recovery house

In line with best practice guidance and our local mental health and supporting people strategy, Wiltshire Council department of community services are planning on extending our current provision by commissioning a new 24 hour short term accommodation based care and support service for approximately 10 adults with mental health issues.

This new service will hopefully become operational from April 2011 and it will provide recovery orientated specialist mental health care and support in a supported living setting for adults with functional mental health problems and it will facilitate the transition to community living for people who would otherwise enter or remain in long term residential care placements or have repeated admissions to hospital.

'E9 - In order to promote effective discharge from hospital for people with mental health problems we will develop and agree a hospital discharge protocol to ensure that their accommodation needs are addressed at an early stage.'

5.14 Gypsies and Travellers

Wiltshire Council operates 1 transit and 6 permanent sites. The current level of provision accommodates 169 semi-permanent residents and a further 48 residents – assuming full occupancy – at the transit site; a total of 217 gypsies and travellers overall. The last caravan count in Wiltshire was completed in August 2009 and counted a total of 314 of which 35 were on unauthorised encampments without planning permission on land.

It is estimated that there are fewer than 16,000 gypsy and traveller households living in caravans in England, of these around 4,000 are still on unauthorised sites. The government is keen to address the serious shortfall of gypsy and traveller accommodation through the housing and planning system.

The Housing Act 2004 requires local authorities to carry out assessments of gypsy and traveller accommodation needs and to address these in housing strategies. Due to the lack of specific needs information about gypsies and travellers the Council is currently developing a gypsy and traveller strategy encompassing all its services to gypsies and travellers, which will be published in April 2010.

6.0 Section four

6.1 Current picture

6.2 Housing register

March 2009 saw the launch of Wiltshire Council's new choice based lettings system called Homes4Wiltshire. Demand for affordable housing in the County is high. In December 2009 there were 9678 households on the housing register, of which 179 were in the highest priority band for re-housing.



Housing register split by band

| Band | Households |
|--------------|-------------|
| Platinum | 179 |
| Gold plus | 138 |
| Gold | 1780 |
| Silver | 2840 |
| Bronze | 4741 |
| Total | 9678 |

The ethnic origin of the households on the waiting list in December 2009 can be broken down as follows:-

| Ethnic Origin | | | |
|---------------------------------|-------------|---------------------------------|------|
| Asian – Other | 34 | Mixed White and Black Caribbean | 31 |
| Asian/Asian British Bangladeshi | 13 | Not available | 62 |
| Asian/Asian British Indian | 17 | Not given | 1067 |
| Asian/Asian British Pakistani | 4 | Other | 28 |
| Black\Black British African | 38 | White | 154 |
| Black\Black British Caribbean | 23 | White British | 7889 |
| Black\Black British Other | 15 | White Irish | 36 |
| Chinese | 11 | White Other | 227 |
| Mixed Other | 9 | | |
| Mixed White and Asian | 9 | | |
| Mixed White and Black African | 11 | | |
| Total | 9678 | | |

The table below breaks down the 9678 households on the housing register by the size of the property needed. It clearly identifies that the highest need in Wiltshire is for one bedroom accommodation:

| Bedroom need | Households | % |
|--------------|-------------|-------------|
| One | 5346 | 55.2% |
| Two | 2873 | 29.7% |
| Three | 1261 | 13% |
| Four | 198 | 2.1% |
| Total | 9678 | 100% |

Wiltshire has not yet seen the increases, either in the number of applications for affordable housing or in the number of homeless households, anticipated as a result of the economic downturn.

In 2008/09 2,048 homes were let to households on the housing register, this was a reduction on the previous year of 113. From 1st April to the end of December, 1617 have been let. An increase in overall lets by the end of this year is therefore anticipated.

There is a huge gap between the total numbers of lets compared to the total numbers of households on the register, therefore there is a long wait for households to be housed from the register, as demand far outstrips supply. To assist homeless households any household accepted as homeless will be given the highest priority band for re-housing.

Homeless households waiting to be housed from the housing register were allocated 23% of void properties in 2008/09 and 16.7% so far in 2009/10.

Total lets compared to homeless lets:

| | 2008/09 | April 09 – Sept 09 |
|---|------------|--------------------|
| Total lets | 2048 | 1127 |
| Council to homeless households | 131 | 50 |
| Housing association lets to homeless households | 336 | 138 |
| Total lets to homeless households | 467 | 188 |

6.3 Affordable housing

There is a shortage of suitable, affordable accommodation for those in housing need. Owner occupation and renting in the private sector is beyond the means of a great number of households. Homelessness can only be prevented if suitable affordable accommodation is made available.

Social housing in Wiltshire is provided by 30 Registered Social Landlords (RSLs), three of which are local stock transfer RSLs: Sarsen, Selwood and Westlea. Wiltshire Council still holds social housing stock in the south of the county, which is managed by the housing management team. They manage around 5,400 tenanted properties and 400 leasehold properties. In November 2006 tenants voted for management of their homes to be retained by the Council in a stock transfer ballot.

During 2008/09 Wiltshire delivered 583 new affordable homes (against a target of 479) and in the first nine months of 2009/10 has delivered 398 against an annual target for 2009 /10 of 554.

| | 2007/08 | 2008/09 | Dec 09 | Forecast 2010/11 | Forecast 2011/12 |
|---|---------|---------|-----------------------|------------------|--------------------|
| Number of affordable homes delivered | 636 | 583 | 398 | 590 | 610 |
| Net additional homes provided | 2670 | 1881 | Unknown at this stage | 2565 | No future forecast |
| % of affordable housing | 24% | 31% | | | |
| Total number of affordable housing lets | 2161 | 2048 | 1617 | 2100 | 2200 |

It would be impossible for us to meet all the need for housing through building new affordable homes, therefore in response to this high demand we are required to look at alternatives, and because of the high percentage of private rented accommodation in Wiltshire this was considered a priority.

6.4 Private rented stock in Wiltshire

The percentage of homes in the private rented sector (including MOD properties) varies across Wiltshire but overall is higher than the UK average.

| Area | Number of private rented | Percentage | Total |
|--------------|--------------------------|---------------|----------------|
| North | 5,236 | 9.8% | 53,500 |
| South | 6,649 | 14.08% | 47,408 |
| West | 4,550 | 9.3% | 49,407 |
| East | 3,778 | 12.7% | 29,565 |
| Total | 20,213 | 11.24% | 179,880 |

Wiltshire has set up initiatives to make better use of the private sector. The aim is to make it more accessible to tenants by:-

- Launching the Wilts Let policy to assist households into the private rented sector.
- Improving liaison with private landlords.
- Working more closely with housing benefit to ensure benefit is paid promptly.

6.5 Temporary accommodation

Wiltshire Council has a total of 210 units of accommodation which are provided in a variety of ways. We currently have a total of 101 private sector lease properties, 93 of which are in the south; 53 units provided by our registered social landlords; and 56 which are owned and managed by Wiltshire Council.

Below shows the breakdown of the types of temporary accommodation that are available for the housing options team to use for households who have been accepted as homeless.

Although we have 210 units of accommodation some households take up more than

| Provider | Accommodation Type | | | | | | | | | Disabled Bungalows | | | Totals |
|---------------|--------------------|--------|--------|--------|--------|---------|--------|-----------|-------|--------------------|-------|-------|--------|
| | 1 Bed H | 2Bed H | 3Bed H | 4Bed H | 1Bed F | 2 Bed F | 3Bed F | Hostel Rm | C-Pad | 1 Bed | 2 Bed | 3 Bed | |
| South | | | | | | | | | | | | | |
| PSL | 1 | 33 | 16 | 3 | 11 | 12 | 1 | 14 | | | 1 | 1 | 93 |
| East | | | | | | | | | | | | | |
| Wiltshire | | 1 | | | | | | | | | | | 1 |
| RSL | | | | | | | | 23 | | | | | 23 |
| West | | | | | | | | | | | | | |
| PSL | 1 | 3 | 3 | | 1 | | | | | | | | 8 |
| Wiltshire | | | | | | | | 51 | 1 | | 2 | 1 | 55 |
| RSL | | | | | 5 | 5 | | | | | | | 10 |
| North | | | | | | | | | | | | | |
| RSL | | | | | | 20 | | | | | | | 20 |
| TOTALS | 2 | 37 | 19 | 3 | 17 | 37 | 1 | 88 | 1 | 0 | 3 | 2 | 210 |

one unit as it depends on the size of the family and which units are available at the time the household is made homeless.

The standard of temporary accommodation is generally good, however following our satisfaction survey of clients who have stayed in temporary accommodation we had some negative remarks made about Hillside Hostel in Warminster. This hostel has fallen into disrepair and only repairs that are needed due to health and safety are being carried out as the hostel is being decommissioned in January 2010.

When this hostel has been closed it will reduce our temporary accommodation units by 25 which will include the loss of 2 bungalows. Due to the low demand for temporary accommodation in the Devizes area we have agreed with Ridgeway Housing that they will dispose of the 6 units of temporary accommodation at 28A St Margarets Mead, Marlborough and that this will be replaced with 6 units of resettlement support to be provided by Ridgeway using the support funds from St Margarets Mead. This is anticipated to take place in April 2010.

From April 2010 we will have a total of 179 units of temporary accommodation.

The availability and suitability of emergency and temporary accommodation will be kept under review to ensure standards are maintained and appropriate support is being provided. An action plan detailing the number of temporary accommodation units required in future years will be developed.

6.6 Supported accommodation

Supported accommodation is available for a range of client groups and should be used to develop or maintain households' independence; it is intended to allow more people to live independently in the community and to minimise tenancy breakdown and homelessness once re-housed on a permanent basis.

All supported schemes should be for a temporary period and ideally for no more than two years.

Below is a breakdown of the temporary supported accommodation placements available in the County.

| Client Group | Total Capacity | RSL | Voluntary Sector |
|---------------------|-----------------------|------------|-------------------------|
| Homelessness | 321 | 189 | 132 |
| Domestic Violence | 34 | 23 | 11 |
| Drugs and Alcohol | 10 | 0 | 10 |
| Offenders | 19 | 19 | 0 |
| Teenage mothers | 21 | 15 | 6 |
| Total | 405 | 246 | 159 |

Homelessness

There are a large number of supported housing units available in Wiltshire, covering a range of client groups including individuals with mental health issues, learning difficulties, and complex needs; and 16/17 and 18/24 year olds who have support needs. It is important that a more in depth review is completed to understand what is required in this area in order to meet current and future needs. We are aware that the schemes currently in place are not being used to their full potential as some high level support schemes have clients with low level needs and some have clients who have been resident for many years without moving on.

There is also the additional concern that we do not have a fair distribution of supported housing schemes across the county, as the majority are located in Salisbury, and often clients with support needs from other areas in the county do not want to move from their local support networks.

Domestic Abuse

There are four women's refuges in Wiltshire that between them provide a total of 34 bed spaces. The demand for this type of supported accommodation is high, and the refuges have limited vacancies throughout the year. The refuge service provides safe, emergency, temporary accommodation to women and their children experiencing domestic abuse. They provide emotional support for women and their children, assistance and advice on benefits, legal and housing issues as well as assistance with re-settlement from refuge accommodation.

Drugs and Alcohol

We have 10 placements for homeless households who have experienced problems with substance misuse and who are abstinent from drugs or alcohol and who will benefit from support to remain abstinent. There are two schemes in Wiltshire, one called KASH in Salisbury that has 4 bed spaces and a further 6 are provided by

Acorn House in Trowbridge. These schemes provide advice and support as well as advising clients on how to manage and maintain their accommodation by offering information and advice on benefits, budgeting and debt management.

Ex-Offenders

We have one scheme in Wiltshire that is used for medium/high risk offenders and this is based in Trowbridge. This is not a scheme that we refer into but we are involved with assisting with move on accommodation when residents of the scheme are ready to be moved to permanent accommodation. Due to the high level support offered there are often difficulties with finding suitable accommodation for ex-offenders who have lower support needs.

Teenage mothers

As previously mentioned we have 21 placements for young mothers, located in Salisbury, Trowbridge and Calne. All schemes offer personal and practical support to young mothers to help cope with the first time experiences of motherhood. They also encourage preparation for independent living to help clients manage their move into permanent accommodation, ensuring they are able to sustain their tenancy and prevent homelessness. One of the gaps identified in this area is the need for young parent accommodation to help keep young families together when made homeless rather than splitting them up and only supporting the mother and child.

7.0 Section five

7.1 Gaps in provision

During the consultation process and the development of the homelessness strategy the following gaps in provision were identified:-

- Direct access accommodation in Wiltshire
- Provision for a wet house – during recovery
- Housing accommodation and support for 16 – 17 year olds
- Provision for homeless teenage parents
- A central database that hosts all agencies that assist homeless, or threatened with homelessness, households
- Improved links with the prisons to ensure a co-ordinated approach and planned moves into suitable accommodation
- Support in private rented accommodation
- Common referral system into supported housing
- Lack of affordable housing
- Lack of resources for non priority households
- More move on accommodation and support
- Improved multi-agency working
- Link officers for all client groups
- School/education programme
- Host families
- Enhanced housing options

8.0 Section six

8.1 Future trends

8.2 Temporary accommodation

We currently have 210 units of temporary accommodation but with the decommissioning of Hillside Hostel and the removal of the 6 units in Marlborough we will have a total of 179 units from April 2010. Based on the current number of households in temporary accommodation we have more units than we are able to fill. Due to the high number of costly private sector leased properties (PSLs) in Salisbury, it has been recognised as a priority to reduce the number of PSLs in Salisbury by at least 30. A full review of temporary accommodation will then take place to ensure we have the right temporary accommodation in the right place and at a suitable standard.

Below is a table confirming the current picture as well as a forecast for future provision. With the increase in prevention, we anticipate a reduction in homeless acceptances and in turn a reduction in the use of temporary accommodation. However it is unlikely that we will totally eliminate homelessness and we anticipate a continued need for around 100 units of temporary accommodation.

| | 07/08 | 08/09 | Dec 09 | 10/11 | 11/12 | 12/13 | 13/14 |
|--|-------|-------|--------|-------|-------|-------|-------|
| Number of households in some form of temporary accommodation | 265 | 179 | 142 | 136 | 120 | 100 | 100 |

April 2009 saw the total elimination of the use of bed and breakfast for homeless families in Wiltshire which was a huge success. Due to our increase in prevention work we have managed to prevent any household from being placed in bed and breakfast and anticipate that in the future we will not require the use of this type of temporary accommodation.

8.3 Prevention of Homelessness

During the last couple of years the housing options staff have embraced the homelessness prevention agenda which led to a substantial change in the traditional culture of homelessness work and a structure change that was implemented from April 2009.

All households are interviewed by a housing options advisor and practical steps are discussed to help prevent homelessness. Following recent consultation and focus groups, further preventive actions have been identified and, once implemented, we hope to see a continued increase in prevention.

Below shows our anticipated trend for the numbers of households we hope to prevent from becoming homeless in the coming years.

| | 07/08 | 08/09 | Dec 09 | 10/11 | 11/12 | 12/13 | 13/14 |
|--|-------|-------|--------|-------|-------|-------|-------|
| Number of households prevented from becoming as homeless | 721 | 997 | 1251 | 1610 | 1750 | 1820 | 1935 |

8.4 Acceptance of homelessness

With the increases in prevention work, we hope to see a continued decline in households being accepted as homeless, due to early intervention and alternative options being found. This should not be seen as gate keeping by the authority as we would always want to ensure that homelessness is the last option for any household and will strive to assist households to remain in their own homes or to find alternative, suitable accommodation.

There is a concern that we have not yet felt the impact of the economic downturn and we also need to be aware that homelessness could potentially increase when there is an economic upturn. The main form of prevention work involves using the private rented sector, and the housing options team has 'benefited' from the economic downturn, due to the fact that landlords who have been unable to sell their properties have approached the council to find assistance in letting those properties. When there is an upturn in the economy, private landlords may choose to sell their properties or to increase the rents above the local housing allowance rate. This will have a severe impact on homeless households who will not be able to afford to rent in the private sector, and on the service as the demand for temporary accommodation will increase.

Without considering any potential downturn or upturn in the private sector we have predicted a steady decline in applications being received and accepted, which also mirrors the reduction in temporary accommodation.

| | 07/08 | 08/09 | Dec 09 | 10/11 | 11/12 | 12/13 | 13/14 |
|---|-------|-------|--------|-------|-------|-------|-------|
| Number of households accepted as homeless | 470 | 409 | 209 | 272 | 240 | 200 | 200 |

Appendix one

Stakeholders who took part in the review

Age concern
Alabare
Amber
Bournemouth Churches Housing Association
Breakthrough
Bromford Housing
Citizen Advice Bureau
Community 4
Community team for people with learning disabilities
Community mental health team
Connexions
Defence Estate Housing
Drug and Homelessness Initiative
Department of adult services
Department of children services
Government Office of the South West
Housing staff
Jephson Housing
Job centre plus
Knightstone Housing
National Health Service
Probation
Ridgeway Community Housing
Salisbury Trust for the Homeless
Sanctuary Housing
Sarsen Housing
Selwood Housing
Service users
Shape Housing
Shelter
Sovereign Housing
Stonham Housing
Specialist drug & alcohol service
Splitz
Supporting people
Vine for Pat
Westlea Housing Association
Wiltshire accommodation support services for young people
Wiltshire advice partnership
Wiltshire police
Wilts Racial Equality Council
Wiltshire Rural Housing Association

Appendix two

Consultation process

In drawing up this strategy, we have sought to be as inclusive as possible, and to learn from the experiences and feedback of stakeholders and service users.

Wiltshire Council's first homelessness strategy has been produced following extensive consultation with service users, service providers, housing staff and other stakeholders.

We achieved a balance of partner and service user input by:

- Using a postal survey and focus groups to consult with residents of temporary accommodation
- Holding a focus group with young people who are being accommodated by supported housing providers
- Using a postal survey to consult with households who have been permanently re-housed through the new Homes4Wiltshire system; with households who were prevented from becoming homeless through our advice and prevention service; and with households who used the new Wilts Let scheme
- Hosting four stakeholders' conferences across Wiltshire attended by supported housing providers, voluntary sector workers, housing staff, registered social landlords, and other staff at Wiltshire Council with links to housing, in order to identify unmet needs and to consider options for service improvement.
- Providing regular updates and opportunities to engage at each stage of the strategy at all homelessness forums held quarterly across the County
- Holding team meetings with housing staff, to capture their views on the service currently provided and their ideas on new ways of working

After reflecting on the findings of the consultation, a multi agency Homelessness Strategy group was set up. This group agreed five key strategic priorities and the set of actions that will support their achievement.

Stakeholders were then invited to comment on the strategic priorities and draft action plan to ensure the homelessness strategy continues to have widespread support.

Appendix three

Delivering our Priorities and Monitoring

Our priorities have been used as a structure for the action plan which is included in this strategy. The implementation of this strategy will be the responsibility of the Wiltshire Housing Liaison Group. This is a multi agency group that meets quarterly across the County and is linked into the Wiltshire family of partnerships. They will ensure the delivery of the priorities set out in the action plan and this will include monitoring the progress of new and existing working groups that will be working on new projects.

The homelessness strategy group will continue to meet bi-annually to review and monitor the action plan which will be updated annually.

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**ACTION PLAN
HOMELESS STRATEGY PRIORITIES**

| Action/Objective | Lead Officer | Partners willing to work | Resources | Target/timescale |
|------------------|--------------|--------------------------|-----------|------------------|
|------------------|--------------|--------------------------|-----------|------------------|

Section A Priority 1: Improve information to customers and agencies around accessing accommodation

| | | | | | |
|---|---|--------------------------------|--|----------------|---------------|
| 1 | To create a county wide homeless database containing all information on accommodation, agencies and support that can be given to clients who are homeless or threatened with homelessness | Nicole Smith | Supporting People, Sonia Burgess, Housing Options Managers | Staff Resource | April 2010 |
| 2 | For Housing to become a member of the transition steering group for young disabled people to better understand current and future needs. | Angie Rawlins | Susan Tomes | Staff Resource | April 2010 |
| 3 | To develop and Implement Equality Impact Assessments as a tool to understand the impact of services on individuals and communities and inform service development. | Angie Rawlins | Equality and Diversity team, | Staff Resource | April 2011 |
| 4 | To agree and develop a common referral system into all forms of supported housing across the Wiltshire area | Amanda Smith and Angie Rawlins | Housing Liaison Group, | Staff Resource | December 2010 |

| Action/Objective | Lead Officer | Partners willing to work | Resources | Target/timescale | |
|--|--|--------------------------------|--|---|---------------|
| Section B Priority 2: Improve access and support for all clients with a particular focus on renting privately | | | | | |
| 1 | To develop a landlords' accreditation scheme and commence regular county wide landlord forums | James Hudson and Angie Rawlins | National Federation Landlords (NFL), private landlords, estate and lettings agents, Housing Options Managers | Staff Resource | October 2010 |
| 2 | To develop initiatives to encourage private landlords to accept clients who are in receipt of benefits and threatened with homelessness | Accommodation Options Officers | Private landlords and letting agents, housing benefit, voluntary agents | Staff Resource | May 2010 |
| 3 | To research the needs of ex-servicemen across Wiltshire and produce housing guides for all forces leavers to help find alternative permanent accommodation and prevent homelessness. | Amanda Smith | Alabare - Andrew Lord, Wiltshire Council - Sarah How | Funding being applied for by Alabare as well as staff resources | December 2010 |
| 4 | To ensure that all Housing Benefit claims for households threatened with evictions are dealt with within 7 Days. | Housing Options Managers | Housing Benefit, voluntary agencies - CAB, Alabare, Community 4 | Staff Resource | June 2010 |
| 5 | To ensure that all clients who present to housing options are seen within 20 minutes | Housing Options Managers | Paul Redford - Customer Service Unit | Staff Resource | March 2010 |

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|---|--|--------------|--|----------------|------------|
| 6 | To review the possibility of enabling registered social landlords to verify housing benefit documents during sign up of new tenancies to assist with the timely processing of housing benefit claims, reduction of rent arrears and potential threat of homelessness | Derek Streek | Strategic Housing Management Group, Housing Benefit | Staff Resource | April 2011 |
|---|--|--------------|--|----------------|------------|

| Action/Objective | Lead Officer | Partners willing to work | Resources | Target/timescale | |
|--|---|-------------------------------|--|------------------|---------------|
| Section C Priority 3: Continue to improve the prevention of homelessness through a comprehensive advice service and having an effective range of housing options for customers. | | | | | |
| 1 | To achieve charter mark accreditation for our housing advice | Angie Rawlins | Housing Options Managers, CAB | Staff Resource | April 2011 |
| 2 | To achieve the crystal mark for both the homeless application form and housing register form. | Angie Rawlins and Laura Young | Housing Options Managers | Staff Resource | December 2011 |
| 3 | To review the county wide sanctuary scheme for victims of domestic abuse. | Angie Rawlins | Safer Communities, Bobby Van, Police, Fire Service, RSLs and Wiltshire Council Housing Management, Splitz, Pippa McVeigh | Staff Resource | December 2010 |
| 4 | All housing option advisors to have a generic role but to develop specialisms in specific areas, i.e. Domestic Abuse, Mental Health | Housing Options Advisors | Jan Parry; Splitz; CAB; Connexions; Schools and Colleges | Staff Resource | May 2010 |
| 5 | To develop and implement an intervention procedure for leavers from Erlestoke prison and review the procedures for Guys Marsh | Paula Stagg and Sarah How | Guys Marsh / Erlestoke / Probation / CAB / WASP / Alabare | Staff Resource | May 2010 |

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| 6 | Identify through research the reasons for relationship breakdowns for those who apply as homeless and develop a relationship breakdown policy to assist with prevention work in this area | Nicole Smith and Angie Rawlins | Housing Strategy Team, Relate, CAB | Staff Resource | January 2011 |
| 7 | Continue to focus on front line prevention with the ambition to hit top quartile on prevention work | Angie Rawlins | Housing Options Managers, Housing Liaison Group | Government funding, enconomic climate, staff resources | April 2010 |
| 8 | To home visit all 16 -24 year olds threatened with homelessness to discuss alternative housing options to prevent homelessness | Housing Options Officers | WASS4YP, Jan Parry | Staff Resource | November 2010 |
| 9 | Need to offer debt counselling, income maxmisation and budgeting advice to prevent homelessness and as part of pre-tenancy work to sustain tenancies. Promote financial inclusion initiatives such as credit unions and affordable credit. | Derek Streek | Strategic Housing Management group; Housing Options Team, Wiltshire money, CAB | Staff Resource | April 2011 |
| 10 | Reduce the use of temporary accommodation by housing and children services through better homeless prevention and early identification of children and families at risk | Angie Rawlins | Children Services; WASS4YP, Jan Parry | Staff Resource | December 2011 |
| 11 | Identify high risk victims through the engagement of the Wiltshire Multi-Agency Risk Assessment Conferences (MARAC) and recognise and support the role of the domestic abuse reduction support officer | Angie Rawlins | Housing Options Managers, Pippa McVeigh | Staff Resource | August 2010 |

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|----|--|---------------|--|---|---------------|
| 12 | Create Service Level Agreements with all social housing providers to help reduce the number of bed and breakfast placements made by DCE and ensure that all young people, who are owed a duty, are accommodated in suitable accommodation. | Angie Rawlins | Kathy Longshaw - Children Services; Strategic Housing Management group; WASS4YP | Availability of suitable accommodation; staff resources | February 2011 |
| 13 | To improve the information that is made available on the Council's website regarding housing options and homeless services. | Amanda Smith | Housing Options Managers, CAB | Staff Resource | April 2010 |
| 14 | To research into the reasons for parental evictions due to it being well above the national average and make recommendations on how these can be prevented | Nicole Smith | Sophy Hunt - masters degree student WASS4UP | Staff Resource | April 2010 |
| 15 | To research into the reasons for homelessness amongst 16 - 24 years and make recommendations on preventative options | Amanda Smith | Housing Options Managers | Staff Resource | July 2010 |
| 16 | To create an enhanced housing options service that offers a holistic approach and addresses worklessness and connects people with advice and support about skills, in-work benefits and jobs | Angie Rawlins | Connexions; CAB; schools and colleges; DWP; Job Centre Plus; social care; Housing Options Managers | Staff Resource | December 2011 |

| Action/Objective | Lead Officer | Partners willing to work | Resources | Target/timescale |
|------------------|--------------|--------------------------|-----------|------------------|
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Section D Priority 4: Increasing the supply of affordable housing and promote choice

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|---|--|-----------------------------|---|----------------------------|-------------|
| 1 | To work with our RSL partners to help identify illegal sub letting of social housing and take appropriate action | Derek Streek | Strategic Housing Mngm Group, LSVT RSLs | £30,000 government funding | July 2010 |
| 2 | To conduct a review and make best use of the county's current supported accommodation | Nicole Smith and Geoff Vale | Supporting People | Staff Resource | April 2011 |
| 3 | Look at ways of minimising void times and reduce the number of under occupied family homes | Derek Streek | Strategic Housing Mngm Group, LSVT RSLs | Staff Resource | August 2010 |

| Action/Objective | Lead Officer | Partners willing to work | Resources | Target/timescale |
|------------------|--------------|--------------------------|-----------|------------------|
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Section E Priority 5: To provide effective partnerships and improve communications and publicity

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|---|---|---------------|--|----------------|-----------|
| 1 | To explore ways on how we can raise greater awareness of the consequences of homelessness amongst school and college leavers | Angie Rawlins | WASS4YP Board; voluntary agencies; schools and colleges | Staff Resource | May 2011 |
| 2 | To create a college / secondary school resource pack that can be used by teachers as part of the PHSE education programme. (Richard Palmer) | Angie Rawlins | WASS4YP Board; Richard Palmer; Housing Options Managers | Staff Resource | May 2011 |
| 3 | To have a shared commitment from children services and housing regarding planning for the accommodation and support needs of care leavers | Angie Rawlins | Jackie Chipping; Anita Traynor; Kathy Longshaw; Shannon Clarke; Housing Options Managers | Staff Resource | July 2010 |

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| 4 | To work with Social care to pilot and potentially role out the use of the Common Assessment Framework (CAF) in Housing as an initial assessment, preventative and early intervention as well as safeguarding children, and where necessary, provide suitable emergency accommodation for vulnerable young people. This should help eliminate the risk of young people being passed between Housing and Children Services unnecessarily | Housing Options Managers | Jackie Chipping; Anita Traynor; Kathy Longshaw; Shannon Clarke; Rebecca Barson | Staff Resource | July 2010 |
| 5 | To ensure that all housing options staff are trained in the completion of the Common Assessment Framework (CAF) process. | Angie Rawlins | Rebecca Barson | Staff Resource | July 2010 |
| 6 | To provide information and advice to extended services who work with vulnerable families in schools to identify early signs of families experiencing difficulties with young 16 – 17 year olds. | Angie Rawlins | Think Family; schools | Staff Resource | December 2010 |
| 7 | To create a multi agency Rough Sleepers Panel that meet regularly to discuss rough sleeper issues including cold weather provision' | Angie Rawlins | Wiltshire Police, voluntary sector, community safety; drug and alcohol team; | Staff Resource | April 2010 |
| 8 | To create a homeless options pack to promote awareness amongst service users on what is available' | Housing Options Managers | WASS4YP Board; Voluntary agencies, Strategic Housing Management group; Housing Options Advisors | Staff Resource | Feb 2010 |

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|----|---|--------------------------|---|----------------|------------|
| 9 | In order to promote effective discharge from hospital for people with mental health problems we will develop and agree a hospital discharge protocol to ensure that their accommodation needs are addressed at an early stage | Jan Parry | Housing Options Managers, Careconnect, | Staff Resource | April 2011 |
| 10 | To adopt procedures and guidance on how to identify those households at risk of losing their home and the triggers for completing an assessment of their needs. | Angie Rawlins | RSLs; Strategic Housing Management group; CAB; voluntary agencies; Housing Options Managers | Staff Resource | July 2010 |
| 11 | To work with all Wiltshire Libraries and where possible be part of the Library Service Plan to delivery or look at activities that can raise the profile of homelessness | Housing Options Managers | Sarah Hillier | Staff Resource | April 2010 |

WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: **HOUSING PFI SCHEME – UPDATE REPORT**

Cabinet member: **Councillor John Brady – Economic Development, Planning and Housing**

Purpose of Report

1. To update Cabinet on the progress of the project.

Background

2. We are negotiating the contract with Silbury Housing Ltd (SHL), a consortium led by Sarsen Housing Association in partnership with Barclays Private Equity. Sarsen and Persimmon Homes are providing approximately half of the land for the project and Westbury Partnerships (part of the Persimmon Group) will be the building contractor.
3. A detailed report was considered by Cabinet on 24 November 2009. At that meeting it was agreed to proceed with a reduced scheme of around 350 homes in total, on a phased basis, with approximately 242 homes being provided in Phase 1. It was also agreed to submit a final business case with the intention of signing the PFI contract by the end of March 2010 and to request a further report before entering into the contract.

Main Considerations for the Council

4. The project has been further delayed, due to land issues and ongoing commercial negotiations with SHL, such that it will no longer be possible to sign the contract in March. An update on the key work areas is set out below.

Land issues

5. Regrettably, due to previous uncertainty over planning permissions and the risk of the project not proceeding, SHL's due diligence work on Council provided development sites was not started until late 2009, when planning permissions were in place. This has identified a number of title issues, which, while they would not normally be problematic for housing developments, are perceived as having an increased level of risk within the PFI contractual framework.
6. We are currently working with SHL to resolve these issues in the most expedient way, while not increasing the Council's risks unnecessarily. This could involve a combination of appropriation of rights, insurance, planning amendments and site fencing works. Potentially this could lead to some sites being rolled into Phase 2 or dropped altogether. This has inevitably diverted

resources away from other work areas and there will be cost and risk implications for the project.

Project Agreement

7. Final negotiations on the contract (known as the Project Agreement) are nearing completion. This has been delayed, in part, due to the land issues referred to above. Once commercial agreement has been reached, the Project Agreement, derogations report and supporting papers will be submitted to the government's Homes and Communities Agency (HCA) for review. This process should take approximately six to eight weeks to complete. It is not known at this stage whether our contract will be agreed by HCA or if a further round of negotiations is required.

Final business case

8. It has been agreed with HCA for the final business case to be submitted incrementally. Key elements of this are the Project Agreement (see above), and value for money and affordability information (see below).

Value for money

9. It is necessary to demonstrate that the project provides value for money (VfM). We have submitted the required VfM information to HCA, based on Phase 1, including a comparison of key cost elements with available benchmarks. This will be carefully scrutinised due the single bidder situation. We believe that overall VfM is being provided. However, it is inevitable that, once the costs are broken down, certain areas will demonstrate better VfM than others.

Persimmon land

10. Our specification requires approximately 50% of the homes to be on private sector land, the majority of which is being provided by Persimmon Homes. At the outset of the project the company made it clear that it was only prepared to release this land if the price included compensation for the profit that it would otherwise have received if it had developed the land for private housing.
11. The impact of this is that Persimmon's land price is substantially higher than current market values and at least double the value of the Council's sites in terms of price per acre and price per unit. Persimmon is not prepared to negotiate any further on this element of the transaction even though its' sister company will be constructing the PFI homes.
12. The Council's Project Board has considered the commercial agreement between Sarsen and Persimmon in respect of the private sector land. While it is acknowledged that the Persimmon land purchase may not represent value for money as a stand alone transaction, the Board has recognised that the Council is, in fact, procuring completed units via Persimmon i.e. land and build. In the Council's view and as verified by our external advisers, the average unit capital cost of approximately £156,000 provides value for money, including against the Department for Communities and Local Government's (CLG) benchmarks.

Affordability

13. The project is supported by a maximum PFI credit allocation (central government subsidy) of £83 million to deliver the reduced scheme of around 350 homes. The actual credit level will be dependent on the final number of homes provided. If we are only able to deliver Phase 1, there will be significantly less than £83 million. In addition to providing approximately 50% of the required land at nil cost, the Council will be making an annual index linked revenue contribution of approximately £220,000 at current prices for 30 years. Our full revenue contribution will be committed once Phase 1 of the project is signed, regardless of whether subsequent phases can be delivered.
14. We are in the process of submitting affordability information to HCA. It is anticipated this will demonstrate that Phase 1 of the project is affordable to the Council with the total PFI credit being allocated on a pro-rata basis from 350 to 242 homes.
15. The affordability of the project has been modelled on the basis that Phase 2 will not be contractually committed until after service delivery (the date on which the first homes are ready for occupation) has commenced on the first phase and, therefore, the PFI credit will be allocated in two tranches. If the second phase were to be committed prior to initial service commencement on Phase 1, this would have a positive impact on the project's affordability, so more homes could be provided.

Phase 2

16. Work has commenced to identify sites for the remaining 100 or so homes. Ideally these would be brought forward quickly for the reason outlined above; also due to the challenges of securing planning permission. However, the current priority, in terms of resources, is to close Phase 1.

Programme

17. It is no longer possible to sign the PFI contract in March 2010. The revised date will depend on how quickly land issues can be resolved and commercial agreement reached with SHL. This could potentially take until the summer.
18. Further slippage in the programme could result in loss of government support for the project. This is due to be discussed with HCA/CLG on 12 March and a verbal update will be provided at the Cabinet meeting. Delay could also cause Persimmon to withdraw its land
19. Additionally, there is a degree of uncertainty about the impact and outcome of the general election on timescales. However, officers are working to minimise the impact of 'purdah' on external approvals and consents required.

Environmental Impact of the Proposal

20. Provision of around 350 new homes will inevitably have an environmental impact on individual localities. However, it is anticipated that at least 150 of the homes will be located on previously developed 'brown field' land.

21. All PFI homes will meet Level 3 of the Code for Sustainable Homes, meaning they achieve 25% reduction in energy consumption from Building Regulations standards. A number of environmentally sustainable features will be incorporated including low water consumption fittings, energy efficient lighting and photovoltaic roof tiles.

Equalities Impact of the Proposal

22. All general needs homes will be allocated through the Homes4Wiltshire choice based lettings (CBL) system. The CBL policy ensures that nominations are made in a fair and transparent way. Allocations to the temporary accommodation units will be managed outside of CBL.
23. The homes will also be built to Lifetime Home standards meaning they are suitable for a wide range of tenants and are capable of adaptation to meet the changing needs of residents due to age and disability etc.

Risk Assessment

24. The project has recently benefitted from an internal audit and identified risks are being managed. The risk of project failure is regularly reviewed when updating the corporate risk register.
25. There is a risk of further slippage in the programme resulting in loss of government support for the project or causing Persimmon to withdraw its land. This compounded by uncertainty about the impact and outcome of the general election on timescales. However, officers are working with SHL to bring forward financial close as quickly as possible. A verbal update will be provided at the Cabinet meeting.
26. There are further risks identified within this report in respect of the land issues currently being resolved; the potential for additional set up costs to be incurred, including on Phase 2 and; of HCA not approving the negotiated Project Agreement.

Financial Implications

27. Indications at this stage are that Phase 1 of the project will provide value for money, though the Council has to work through a number of issues regarding land, which could potentially impact on the position. There are also a number of uncertainties regarding Phase 2. The Persimmon land cost should be appraised within the overall land and build price.
28. Phase 1 is likely to be affordable to the Council, even if Phase 2 does not proceed, on the basis of £83 million PFI credit being allocated on a pro-rata basis from 350 to 242 homes. There is a strong incentive for Phase 2 to be committed prior to initial service commencement on Phase 1, due the credit being allocated in a single tranche. However, to be prudent, it has been assumed that the credit will be allocated in two tranches.
29. Barclays are providing all senior debt for Phase 1 and funder's due diligence work is currently underway.

30. There has been no significant change to the Council's total set up costs estimate of some £2 million, of which £1.3 million has been spent to date and is irrecoverable regardless of whether the project proceeds. A budget of £350,000 has been identified for 2010/11. Future set up costs are dependant largely on timing issues, including with regard to Phase 2.

Legal Implications

31. The Project Agreement is still being finalised between SHL and the Council. This needs to be submitted for approval by HCA. There is a risk that HCA may not agree our negotiated position and this could delay financial close.

Options Considered

32. The Council's Project Board has reviewed progress of the project and the preferred way forward is to ensure that sufficient resources are deployed in order to achieve financial close as quickly as possible, without compromising the Council's commercial position unnecessarily.

Conclusions

33. The project has been further delayed due to land issues and ongoing commercial negotiations, with consequential risk implications. As previously agreed, a final report will be brought before Cabinet prior to financial close.

Proposal

34. It is proposed that Cabinet notes the report.

Reason for Proposal

35. To ensure that Cabinet is updated on the progress of the project.

Graham Hogg, Service Director, Housing

Report Author:

Chris Trowell, PFI Project Manager – 01225 776655 ext. 564 or
chris.trowell@wiltshire.gov.uk

23 March 2010

Background Papers

None.

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WILTSHIRE COUNCIL

CABINET

23 MARCH 2010

Subject: PLANNING ENFORCEMENT STRATEGY

Cabinet member: John Brady – Economic Development, Planning and Housing

Executive Summary

Cabinet is being asked to adopt a planning enforcement strategy, to replace those of the former authorities.

Cabinet deferred a report on a planning enforcement policy on 22nd September 2009, to allow the views of parish and town councils and all Division Members to be sought and taken into account.

That exercise has now been completed and the views and comments expressed have been analysed and where appropriate incorporated into the revised enforcement strategy, which has largely been re written as a result to produce a more focussed and straightforward to use document.

The strategy sets out service standards and priorities. It explains the purpose of planning enforcement so that all sections of the community know what standard of service they can reasonably expect. It will also ensure that resources are used efficiently and effectively to deal with what are regarded as the most serious breaches of planning control in a robust and proportionate manner.

Proposal

That Cabinet adopt the enforcement strategy in accordance with the text in the appended document.

Reason for Proposal

To ensure a high quality, cost effective planning enforcement function with consistent, measurable performance, is delivered across the authority.

Brad Fleet
Service Director, Development Services

WILTSHIRE COUNCIL

CABINET

23 MARCH 2010

Subject: PLANNING ENFORCEMENT STRATEGY

Cabinet member: John Brady – Economic Development, Planning and Housing

Purpose of Report

1. To seek Cabinet's views on and endorsement and adoption of, the Council's revised draft planning enforcement strategy.

Background

2. Following deferral of consideration of the original draft policy document in September 2009, Officers have carried out a consultation exercise with Members, Parish Councils and other users of the enforcement service, as follows:
 - **Enforcement seminars for Members and Parish Councils held in Trowbridge, Salisbury and Devizes;**
 - **Feedback through questionnaires completed at the above seminars;**
 - **E-consultation with Parish Councils on the original policy document;**
 - **Service user consultation based on a random sample of ten recently completed enforcement cases in each hub. Those surveyed included the enquirer and persons allegedly breaching planning control.**

Analysis of the responses received as a result of the consultation exercise have been fed into a revision of the original policy, which has consequently evolved into a more focussed strategy document, as follows:

- **Priorities in the enforcement strategy have been brought into line with what Parishes and Members regard as very important.**
- **The strategy is more concise, with use of plain English, avoiding jargon as far as possible and incorporating a simplified chart of the enforcement process.**
- **The strategy addresses concerns over the length of the enforcement process (which is often beyond the Council's**

control) by undertaking more regular updating of enquirers.

- Overall, the strategy will help to increase the transparency of the enforcement process, in particular to enquirers.
- A companion leaflet to accompany the strategy has been produced.

Cabinet should also note that:

- In response to consultation there was support for rolling out the proactive approach operated in the southern hub (i.e. to monitor ongoing developments and not solely react to enquiries) to other hubs without compromising resources for 'traditional' reactive enforcement activity.
- In response to consultation there was clear support for also regularly updating Parish Councils and Members with regard to ongoing enquiries. Officers are exploring how this can be achieved in the context of IT and other resources available to each hub, however this is a separate exercise to the strategy.
- At all the seminars a number of participants also queried why the Council does not give more publicity to successful enforcement cases as a way of raising the profile of enforcement and deterring would-be offenders.

The planning enforcement strategy is necessary in order that it is clearer to stakeholders, including the public, Parish Councils, Councilors and developers as to when and why the Council has decided to enforce planning controls, to clarify the procedures followed in such cases and to ensure that the majority of resources are focused on what the Council regards as the most serious breaches.

Planning enforcement is a discretionary activity. Nevertheless robust and effective enforcement is recognised as an important part of the planning process, which assists in securing quality in the built environment as well as safeguarding the natural environment and the quality of life of residents. Local residents, communities and division members have all been supportive of a high quality enforcement function. The new Council is therefore increasing the emphasis given to delivery of effective enforcement.

The government's 1997 publication "*Enforcing Planning Control: Good Practice Guide*" recommended that all authorities produce a clear statement of enforcement policy to provide a decision making framework, which includes an explanation of the Council's enforcement practices and procedures.

The former authorities had, by and large, prepared and adopted enforcement policies which had regard to the guide. Each enforcement team varied in available resources and had slightly different procedures

and priorities as a result. Additionally each team was monitored against different performance standards.

The Council's new enforcement strategy will create the broad framework for a consistent set of service standards, procedures and enforcement priorities across its administrative area which will be embedded in all the area enforcement teams. It will also set out a series of performance targets against which the quality of the service provided can be judged. However Members should note that three hubs are currently carrying vacancies in key posts which inevitably will have some effect on performance.

A copy of the revised draft strategy is attached as an appendix. If Members endorse the strategy, it is intended to forward the final version to all Members and Parishes electronically for their information and as a handy reference.

Main Considerations for the Cabinet

3. Cabinet is asked to consider the following;

- Overall, whether the revised document has addressed the comments of Cabinet and other Members expressed at the September 2009 meeting.
- In particular whether the revised document is more 'customer friendly' in terms of content, language and length whilst providing a good level of information about the enforcement process.
- Whether the service priorities and targets, which take full account of the responses to the above consultation exercise and amongst other things, the Good Practice Guide, government guidance in Planning Policy Guidance Note 18 and good practice in the former authorities; will represent excellent customer service, having regard to the available resources for enforcement.
- Whether the priorities for investigations are a fair reflection of what could be regarded as the relative seriousness of breaches of planning control and the resulting allocation of resources to pursue enforcement action.
- Whether resources in each hub should be devoted to proactive enforcement.
- The degree to which successful enforcements should be publicised.

Environmental Impact of the Proposal

4. Adoption of the strategy would be beneficial to the environment as it would ensure that enforcement resources are targeted where there is most significant environmental harm and that adverse impacts on the environment are remedied as far as possible in a timely fashion.

Equality and Diversity Impact of the Proposal

5. The strategy seeks to eliminate any potential discrimination and promote good community relations/cohesion, by setting an objective set of standards for enforcing planning control, with priorities based on potential harm to the environment, which are capable of being implemented consistently and are applicable to all sections of the community. As a result it is considered that there would not be any direct or indirect discrimination of any sections of the community.

Risk Assessment

6. Adoption and proper implementation of the strategy will reduce the following risks, which could arise as a result of not having a policy:
 - Excessive resources being focused on small -scale issues where there is limited harm but vociferous complaints;
 - Ombudsman complaints being upheld- the Council's policies and procedures will be clear and consistent.
 - Awards of costs in appeals-should be reduced.
 - Challenge to decisions on grounds of inconsistency. This could be between individual decisions in the same or other area offices or the practices and procedures in the area offices.
 - Challenge to decisions on equality grounds.
 - Increased complaints about customer service.

Financial Implications

7. Pursuit of enforcement action is a labour intensive activity and the Council can incur significant costs in defending appeals and taking court action or carrying out direct works. Additionally aggrieved defendants can seek to recover their own costs from the Council where it has been determined that it has acted unreasonably.

Adoption of the strategy will provide the Council with a platform for efficient and effective use of resources and a stronger basis on which to resist claims for costs where it has followed its own practices and procedures.

More efficient and effective enforcement including adopting a consistent, proactive monitoring role across the authority, may require additional resources allocated to the enforcement teams over that already committed. However as a first step Officers will investigate redistributing existing workloads/posts and using efficiency savings obtained as part of the LEAN review of processes in development control.

In the initial circumstances, there will be no financial implications apart from the filling of any vacant posts and re-distributing workload. All other costs are to be found from within existing resources and with the proposal for a new IT system to be introduced across the service, should help harmonise the workings across the hubs and therefore help towards the creation of efficiencies.

Legal Implications

8. Planning enforcement has a statutory basis under the Planning Acts. It is perhaps one of the most litigated areas of planning law. Adoption of the policy itself has no direct legal implications. However it is important that the Council has an adopted strategy for purposes of fairness, consistency and proportionality when it is defending any decision taken. In particular, the strategy will assist the Council in demonstrating that where its decisions interfere with individuals' Human Rights, that such interference has a legitimate basis and is justified and proportionate.

Options Considered

9. The option of not preparing and adopting a strategy was not favoured, for reasons including the risks largely identified above.

Preparing a more extensive and detailed policy document which also dealt with prosecution of planning offences. However, on balance it was considered that such a document could be difficult to follow for the majority of users and not customer friendly. It would also not show a true picture of the majority of enforcement activity.

Conclusion

10. That the enforcement strategy should be adopted in accordance with the text in the appended document.

Brad Fleet
Service Director, Development Services

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Background Papers

None

Appendix

Draft Enforcement Strategy.

**DRAFT PLANNING
ENFORCEMENT STRATEGY**

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Introduction

Wiltshire is a diverse area, with extensive chalk downlands, the World Heritage sites of Avebury and Stonehenge, the market towns of Chippenham, Trowbridge and Devizes, Salisbury Cathedral and the fringes of the New Forest in the south. Much of the natural and built environment is protected.

The planning system regulates the use and development of land in the public interest. Fair and effective planning enforcement where development is undertaken without planning permission is essential to protect the quality of the natural and built environment and the quality of life for people who live, work and enjoying visiting Wiltshire. The council received about 1800 planning enforcement enquiries in 2009. Enforcement is high on the list of council priorities.

The council is committed to adopting a more proactive approach to enforcement. However, the public will always play an important role in bringing suspected breaches of planning control to our attention. This document sets out what you can expect from the council when you report a potential breach of planning control, explains how we will investigate your concerns, how we prioritise enquiries and our timescales for investigation.

This document has been developed following consultation with councillors, town and parish councils and other users of the service including enquirers and developers. The consultation exercise included a series of seminars as well as user surveys.

More information on enforcement including examples of breaches of planning control and matters which the council cannot investigate, can be found in the planning enforcement leaflet: [\(insert link\)](#)

The purpose of planning enforcement

Planning enforcement ensures that where harmful development is carried out without permission, it is remedied, either by its removal or its modification (for example by attaching conditions to planning permission).

Enforcement action is discretionary and should only be taken where it is “expedient”. To establish expediency the council considers whether the unauthorised development causes planning harm, having regard to the Development Plan and other material considerations, such as the emerging Local Development Framework. The existence of a breach is not, in itself, a good reason to take enforcement action.

Government advice is that ordinarily, formal action against a breach of planning control is the last resort and that the council should first give those responsible an opportunity to put things right. The council’s approach will always be commensurate with the seriousness of the breach. When there are serious harmful effects, protracted negotiations will not delay formal action.

The developer has a right to submit a retrospective planning application which must be considered no more or less favourably than if the development had not already been carried out. In the event an application is refused or an enforcement notice issued an appeal can be made to the Planning Inspectorate, an executive agency of the Government.

If the council's actions are considered unreasonable or legally unsound then its decisions can be overturned by the Planning Inspectorate or the courts and it can be ordered to pay costs.

Enforcement therefore can take a long time due to the need for thorough investigation, the legal processes involved, the nature of the breach, the site and the people involved.

Our enforcement priorities & targets

The council has finite resources and to ensure they can be used in the most effective manner, enforcement cases are prioritised according to the seriousness of the harm caused by the breach.

| |
|--|
| Priority 1- we aim to visit 80% of these sites within 24 hours of your enquiry being registered. |
| Immediate threat to public safety, substantial damage to or loss of statutorily protected buildings or land, trees or areas. |
| Priority 2- we aim to visit 95% of these sites within 5 working days of your enquiry being registered. |
| Adverse impact on protected areas and residential amenity. Breaches of conditions and legal agreements resulting in serious harm to neighbours, affected parties and/or the environment. Unlawful adverts in protected areas. Unauthorised development where it is possible that the time for taking enforcement action could expire within the next 6 months. |
| Priority 3- we aim to visit 95% of these sites within 10 working days of your enquiry being registered. |
| The breach is of a minor nature which does not cause immediate/long term harm or loss of amenity. |

We also aim to:

- **Register 95% of new enquiries within 3 working days of receipt.**
- **Respond to 95% of enquirers within 10 working days of initial site visit.**
- **Complete 80% of priority 1 cases within one year.**
- **Complete 80% of priority 2 &3 cases within 6 months.**

Notes:

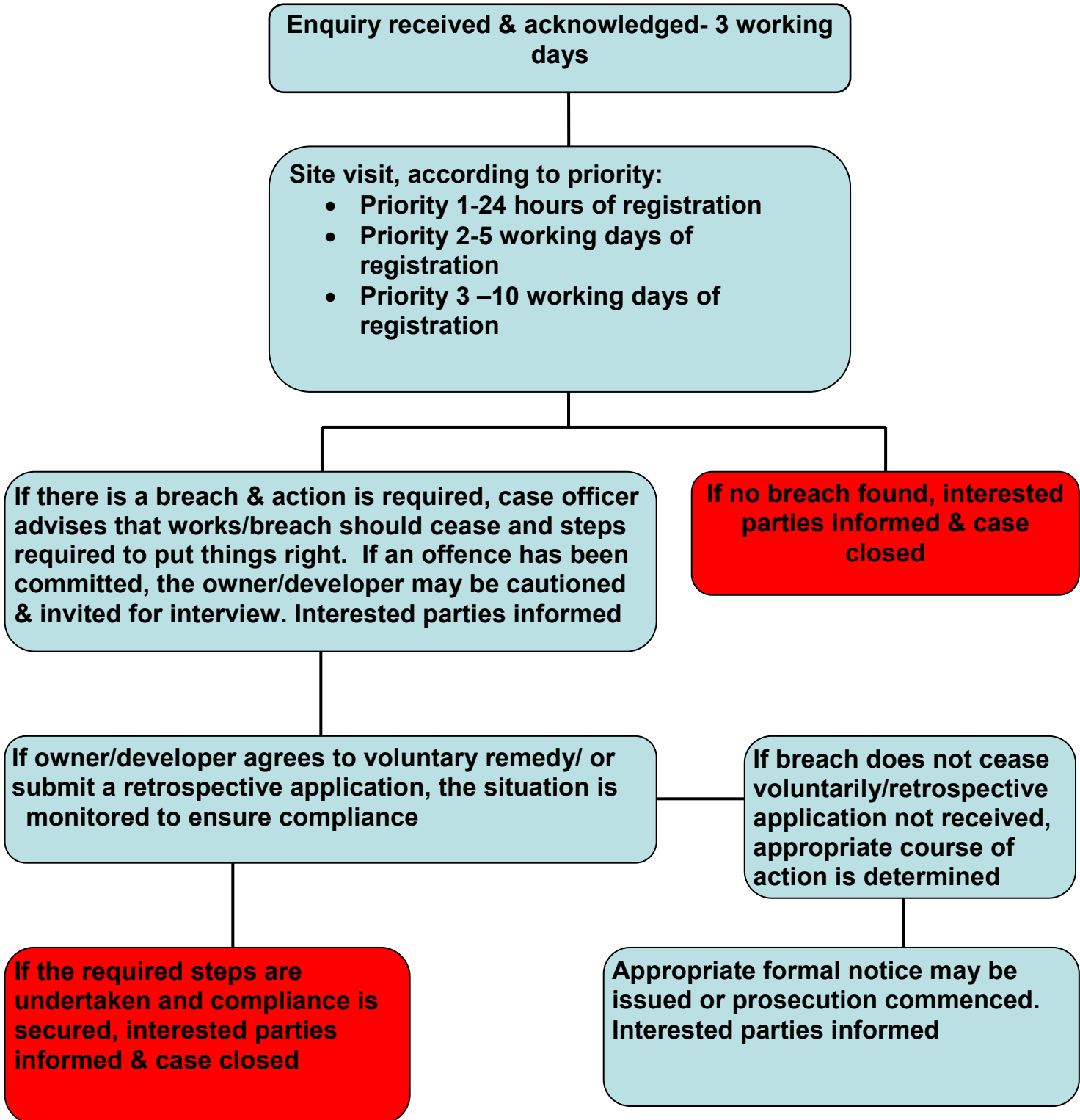
Protected buildings are listed buildings and unlisted buildings in Conservation Areas. Protected land is Scheduled Ancient Monuments and areas of special archaeological interest.

Protected trees are trees subject to a Tree Preservation Order, in a Conservation Area or protected by a condition of planning permission.

Protected areas include Conservation Areas, Historic parks and gardens, Area of Outstanding Natural Beauty, World Heritage Sites, The Green Belt, Sites of Special Scientific Interests, Special Areas of Conservation and land at high risk of flooding.

The priority afforded to the investigation may change following an initial site visit or at any other time during the investigation, if for example new information comes to light.

Key stages in the enforcement process



How we aim to deal with your enquiry

You are welcome to telephone us, however we also need you to write in, so we know exactly what to investigate and so we can substantiate the case in future. There is an online form you can complete and return to us at:

<http://www.wiltshire.gov.uk/environmentandplanning/planninganddevelopment/planningenforcement.htm>

Anonymous enquiries will not normally be investigated. Any investigation of such enquiries will be at the council's discretion.

We will treat enquirers' personal details as confidential but if formal action results, we may ask you to help the council's case. A successful outcome could depend on your support.

If you are concerned about providing your name and address, you should contact your local councillor or parish council who may agree to act on your behalf.

We aim to acknowledge receipt of your enquiry when we start our investigation and provide you with future contact details.

We aim to deal with all enquiries in a fair and equitable manner and treat all parties with dignity and respect.

Our site visits will take place as far as possible in accordance with our enforcement priorities (see above).

We aim to advise you what action the council proposes to take.

If a retrospective application is received, we aim to notify you so you have the opportunity to make comments.

If by week 13 following receipt of your enquiry, we have not completed the investigation, we aim to contact you and explain why. However you are welcome to contact us at any time and ask for an update.

The outcome of your enquiry

There are several possible outcomes to your enquiry, depending on the circumstances.

Negotiated remedy

The developer agrees to cease the breach. However we will not allow negotiations to unduly hamper or delay formal action where it may be required to make the development more acceptable in planning terms, or compel it to cease.

Retrospective application

An application would be invited where there is a reasonable prospect of obtaining permission. We will only pursue submission if there is a need to impose conditions on a permission to restrict the development or modifications to the development may be considered acceptable. It must be noted however that anyone has the right to submit a retrospective application, regardless of the likelihood of it not obtaining council support.

No breach

This would be where, for example, the matter is 'permitted development' or outside planning control.

The breach is not expedient to pursue

An example is a householder development slightly larger than that which would have been allowed under 'permitted development', where in the absence of significant harm to public amenity enforcement action would be disproportionate.

The development is immune from enforcement action

The statutory time limits for enforcement action are set out below. The council is unable to take formal action if the time has expired.

| Breach | Immunity |
|---|--|
| Operational development (e.g. building works, new access, fences) | 4 years after substantial completion. |
| Change of use to a single dwelling | Continuous occupation for more than 4 years |
| Material change of use | Continuous use of similar nature/scale/extent for more than 10 years |
| Breach of condition | Continuous non-compliance for more than 10 years. |

NB: These time limits do not apply to works to listed buildings

Formal action

Where negotiations do not secure an acceptable outcome in planning terms, the owner/ persons responsible may be legally required to remove building work and/or cease an activity and clear the site.

The council has a range of formal powers. Those most used are described below. The nature of the breach will determine which powers are used:

- Breach of Condition Notice-requires compliance with specified conditions within a set timescale.
- Enforcement Notice-requires certain steps to be carried out to remedy matters, again within a set timescale. Can be served together with a Stop Notice (see below).
- Stop Notice/Temporary Stop Notice –requires specified activities to cease (but cannot undo unauthorised works).
- ‘Untidy Land’ Notice- requires steps to be taken to secure the proper maintenance of land and buildings within a set timescale.

A breach of the above statutory Notices, listed building, conservation, tree or hedgerow legislation is a criminal offence. Where an offence has occurred, methods available for dealing with the case are:-

- Take no further action.
- Caution individuals (Simple Cautions) in accordance with The Code for Crown Prosecutors.
- Prosecution of the offender(s), who may receive a fine and get a criminal record as a result.
- Apply to the Court for an Injunction to prevent the offender(s) from carrying out/ continuing the unlawful development.

Alternatively the council may take direct action to undertake the required remedial works and recover its costs from those responsible, or seek an injunction.

Complaints

If you are unhappy about the advice given, action taken or the level of service you have received, you will be given the opportunity to discuss the matter with the relevant team leader, who will:

- Listen;
- Consider whether our service has fallen below expected standards;
- Give you a written / verbal response.

If the problem cannot be resolved, you will be informed of the Council's Corporate Complaints Procedure

APPENDIX A

The following have been taken into account in the preparation of this document:

NATIONAL LEGISLATION/GUIDANCE

- Town and Country Planning Act 1990 (as amended).
- Planning (Listed Buildings and Conservation Areas) Act 1990
- Police and Criminal Evidence Act 1984.
- Criminal Procedure and Investigations Act 1996.
- Human Rights Act 1998.
- Regulation of Investigatory Powers Act 2000.
- Freedom of Information Act 2000.
- Environmental Information Regulations 2004.
- Planning Policy Guidance Notice 18 “Enforcing Planning Control.”
- Circular 10/97 “Enforcing Planning Control.”
- Enforcement Concordat DTI 1998.
- Enforcement Concordat: Good Practice Guide DTI 2006.
- Enforcing Planning Control: Good Practice Guide DETR 1997.
- Best Practice Guidance on Listed Building Prosecutions: DCLG 2006.
- The Road Ahead: Final Report of the Independent Task Group on Site Provision and Enforcement For Gypsies and Travellers (published December 2007).
- The Statutory Code of Practice for Regulators published by the Department for Business Enterprise and Regulatory Reform, December 2007.

LOCAL PLANNING POLICIES

- Adopted Wiltshire Structure Plan 2016.
- Salisbury District Local Plan 2003.
- North Wiltshire Local Plan 2011
- Kennet Local Plan 2011
- West Wiltshire Local Plan 2004

APPENDIX B Key enforcement principles

We promise to adhere to the principles of good enforcement set out in the government's enforcement concordat.

Standards-we will publish standards and our performance against them.

Openness -we will give advice and information in plain language.

Helpfulness –we believe prevention is better than cure, so actively working to assist compliance. We will give a courteous and efficient service.

Complaints -we will have a well publicised, effective and timely complaints procedure.

Proportionality-any action taken will be commensurate with the seriousness of the breach.

Consistency-we will carry out our duties in a fair, equitable and consistent manner

CONTACT DETAILS

[Click here to make a planning enforcement enquiry online](#)

Chippenham Area Office (North Hub):
Monkton Park, Chippenham,
Wiltshire, SN15 1ER
Telephone 01249 706111 Fax 01249
460810
[Click here for location map](#)

Chippenham

If your enquiry is regarding a quarry, mineral workings, waste disposal site/ transfer station, anywhere in the Council's area, contact the West Hub (details below):

Trowbridge

Trowbridge Area Office (West Hub):
Bradley Road, Trowbridge,
Wiltshire, BA14 0RD
Telephone 01225 776655 Fax 01225
770316
[Click here for location map](#)

Devizes Area Office (East Hub):
Browfort, Bath Road, Devizes,
Wiltshire, SN10 2AT
Telephone 01380 724911 Fax 01380
729146
[Click here for location map](#)

Devizes

Salisbury Area Office (South Hub):
Planning Office,
61 Wyndham Road, Salisbury, SP1 3AH
Telephone 01722 434541 Fax 01722
434520
[Click here for location map](#)

SOUTH WILTSHIRE

Salisbury

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Wiltshire Council



Where everybody matters

Planning enforcement

DRAFT

A guide to the council's
planning enforcement
service

Fair and effective planning enforcement is essential to ensure that you the public benefit from the quality of Wiltshire's natural and built environment.

The council works hard to protect the local environment and quality of life for people living, working and visiting the area by providing an effective planning service. Enforcing planning rules, where unauthorised development is causing significant harm is an important part of this process.

The aim of this leaflet is to provide you with an easy to use guide to how the enforcement service works.

Planning enforcement is a very complex area and we have tried to make this guide as easy to understand as possible. For more information on how the service works please refer to the council's planning enforcement policy, [\(insert link\)](#) or by asking for a hardcopy from one of the council's planning offices.

What is a breach of planning control?

This could be building or engineering works, unauthorised change in use of land or the display of an unlawful advertisement. Other planning breaches include:

- unauthorised work to a listed building.
- unauthorised works to trees protected by a tree preservation order or trees in a conservation area.
- breach of conditions attached to a planning permission or listed building consent.
- unauthorised demolition in a conservation area.
- not building in accordance with the approved plans.
- failure to properly maintain land so that it adversely affects the amenity of the area.
- unauthorised engineering works, such as significant ground level changes.
- failure to comply with a section 106 legal agreement.

The following are not normally planning breaches

- where development is 'permitted development' under the Town and Country Planning (General Permitted Development Order). Further information on what constitutes permitted development can be obtained at: [\(add link to Planning Portal\)](#)
- internal work to a non-listed Building.
- obstruction of a highway or public

- parking commercial vehicles on the highway in residential areas or on grass verges.
- parking a caravan within the residential boundary of a property, provided that it is not used as self contained accommodation.
- clearing land of overgrowth, bushes and trees, provided they are not subject to planning protection.
- operating a business from home where the residential use remains the primary use and there is no adverse impact on neighbours.
- boundary disputes are a private matter and cannot be controlled under planning legislation.
- a breach of deeds and covenants provided there is not a planning condition to prevent this.
- trespassing on land.
- health and safety issues.

How can you notify us of a suspected breach of planning?

The planning enforcement service is concerned with resolving serious breaches of planning control where there is significant harm. Where it looks likely that a breach is occurring you can contact us by phone, letter, e-mail or fax. Anyone contacting us by phone will normally be asked to put their complaint in writing. An enquiry form is also available on our web site. [\(link to form\)](#)

We will require your details and those of:

- The site address or location.
- What the development is.

- The times things are happening, if applicable.

Details of how to contact the council are set out at the end of this leaflet.

Please note that the council will not deal with anonymous complaints and unless government legislation dictates otherwise (in exceptional circumstances), we keep the names of all private enquirers confidential.

If you are worried about giving your name and address, you can contact your local division member who can lodge a complaint on your behalf.

What happens to my enquiry?

After the council logs and acknowledges enquiries, cases are prioritised in accordance with the council's adopted planning enforcement policy.

An officer will then normally visit the site to establish if a breach is occurring. If a breach exists, negotiations will then take place to try and ensure that any breach is resolved without recourse to formal action. The enquirer will be advised of the outcome of the investigation.

Whilst many of our investigations are resolved promptly, some can be quite time consuming as the council can be accused of acting unreasonably if it appears they have been un-willing to explore 'all options' before taking formal action.

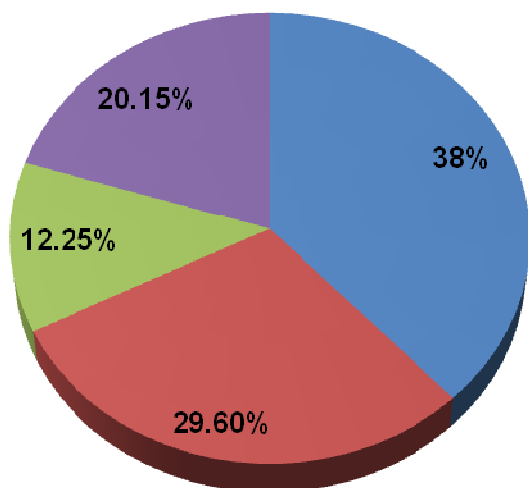
If you would like an update on progress this is best done by telephoning the case officer.

If unauthorised development causes no 'demonstrable harm' (i.e. if planning permission had been sought and it would almost certainly have been granted without conditions) then enforcement action is not appropriate.

Similarly, in some other cases it is not expedient to pursue enforcement as any harm may not be so serious as to justify formal action.

This chart illustrates how investigations are resolved in a typical year.

Investigations



- Planning permission not required
- Breach of planning resolved
- Not expedient to pursue
- Cases still being worked on

Data taken from figures in the north hub for the year ending 2008

Priorities

Different breaches can result in more harm than others. The council has to ensure that it targets resources at those that have the greatest impact. For example, knocking down substantial parts of a Listed Building will have a greater priority than someone erecting a short length of boundary fence.

The council's priorities are as follows: -

The council has finite resources and to ensure they can be used in the most effective manner, enforcement cases are prioritised according to the seriousness of the harm caused by the breach.

PRIORITY 1

We aim to visit 80% of these sites within 24 hours of your enquiry being registered.

Immediate threat to public safety, substantial damage to or loss of statutorily protected buildings or land, trees or areas.

PRIORITY 2

We aim to visit 95% of these sites within 5 working days of your enquiry being registered.

Adverse impact on protected areas and residential amenity. Breaches of conditions and legal agreements resulting in serious harm to neighbours, affected parties and/or the environment. Unlawful adverts in protected areas.

Unauthorised development where it is possible that the time for taking enforcement action could expire within the next 6 months.

PRIORITY 3

We aim to visit 95% of these sites within 10 working days of your enquiry being registered.

The breach is of a minor nature which does not cause immediate/long term harm or loss of amenity.

We also aim to:

- Register 95% of new enquiries within 3 working days of receipt.
- Respond to 95% of enquirers within 10 working days of initial site visit.
- Complete 80% of priority 1 cases to be within one year.
- Complete 80% of priority 2 & 3 cases within 6 months.

Notes:

Protected buildings are listed buildings and unlisted buildings in Conservation Areas. Protected land is Scheduled Ancient Monuments and areas of special archaeological interest.

Protected trees are trees subject to a Tree Preservation Order, in a Conservation Area or protected by a condition of planning permission.

Protected areas include Conservation Areas, Historic parks and gardens, Area of Outstanding Natural Beauty, World Heritage Sites, The Green Belt, Sites of Special Scientific Interests, Special Areas of Conservation and land at high risk of flooding.

The priority afforded to the investigation may change following an initial site visit or at any other time during the investigation, if for example new information comes to light.

Government Guidance

Planning policy note no. 18 - 'enforcing planning control', sets out advice on how to deal with breaches of control and states that the action taken should be proportionate to the breach of control and that each case will be judged on its individual merits. Furthermore: -

- Planning legislation allows retrospective applications to be made.
- Development can be immune from enforcement action if it has been substantially complete for more than 4 years (10 years for a use or a breach of condition other than one relating to residential development).
- Enforcement action cannot be taken solely to 'regularise' development which does not have planning permission where permission would have been granted unconditionally.
- Taking enforcement action contrary to government advice can result in costs being awarded against the council at appeal.

Experience has shown that through effective negotiation, planning enforcement matters are usually capable of resolution without

resorting to formal enforcement action or prosecution.

Where a person has been served with an enforcement notice they may have the right to appeal against it to the Planning Inspectorate (a government executive agency). When an appeal is made, it suspends an enforcement notice until it has been determined. An appeal often takes many months to determine and the timing is outside the council's control.

How to contact us

Good communication is essential both when dealing with the party responsible for a breach of control and those reporting it. The map opposite contains relevant contact details for the council's planning offices in Wiltshire

If you have any questions relating to planning enforcement please contact the relevant enforcement team (details opposite)

**Planning Services
Wiltshire Council or visit our website: www.wiltshire.gov.uk**

These notes are intended to help to clarify the processes the council needs to go through to enforce the bulk of matters it receives complaints about. There is separate legislation that relates to carrying out works to a listed building without the necessary consent or deviating from or failing to discharge conditions on a consent. There are also different powers relating to the display of advertisements, works to protected trees and untidy land.

The council takes the enforcement of planning control very seriously and we hope that this leaflet gives you an understanding of our commitment regarding the expediency of pursuing enforcement action.

[Click here to make a planning enforcement enquiry online](#)

Chippenham Area Office (North Hub):
Monkton Park, Chippenham,
Wiltshire, SN15 1ER
Telephone 01249 706111 Fax 01249
460810
[Click here for location map](#)

If your enquiry is regarding a quarry, mineral workings, waste disposal site/ transfer station, anywhere in the council's area, contact the West Hub (details below):

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Telephone 01380 724911 Fax 01380
729146
[Click here for location map](#)

Trowbridge Area Office (West Hub):
Bradley Road, Trowbridge,
Wiltshire, BA14 0RD
Telephone 01225 776655 Fax 01225
770316
[Click here for location map](#)

Salisbury Area Office (South Hub):
Planning Office,
61 Wyndham Road, Salisbury, SP1 3AH
Telephone 01722 434541 Fax 01722
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WILTSHIRE COUNCIL

CABINET

23 MARCH 2010

Subject: ANTI MONEY LAUNDERING POLICY

Cabinet member: Fleur de Rhe Philipe – Finance, Performance and Risk

Executive Summary

Money laundering is any attempt to use the proceeds of crime for legitimate purposes. The Council and its individual Members and employees have obligations under the Terrorism Act 2000 and certain sections of the Proceeds of Crime Act 2002 relating to money laundering. Public authorities are not legally obliged to implement the provisions of the Money Laundering Regulations 2007, but as a responsible public body, the Council should have a policy and procedures designed to reflect the essence of the UK's anti-terrorist financing and anti money laundering regimes.

The proposed policy ensures that the Council has appropriate and proportionate measures in place to comply with the legal requirements, to implement relevant regulatory provisions and to protect its staff and Members.

Proposal

That Cabinet approves the proposed anti money laundering policy supplied at Appendix 1 and its communication to all Council staff and members.

Reason for Proposal

To ensure that the Council complies with its legal obligations and regulatory responsibilities in respect of money laundering.

CARLTON BRAND
Director of Resources

WILTSHIRE COUNCIL

CABINET

23 MARCH 2010

Subject: **ANTI MONEY LAUNDERING POLICY**

Cabinet member: **Fleur de Rhe Philipe – Finance, Performance and Risk**
Purpose of Report

1. To seek approval of an Anti Money Laundering (AML) Policy which will ensure the Council complies with all relevant legal and regulatory requirements provided for by the UK's anti-terrorist financing and anti money laundering regimes.

Background

2. Money laundering is any attempt to use the proceeds of crime for legitimate purposes. Anyone who becomes aware of an activity which they have reasonable grounds to suspect, is related to the proceeds of crime may be guilty of a money laundering offence.
3. The legal and regulatory framework for the UK's anti-terrorist financing and anti money laundering arrangements comprises:
 - The Terrorism Act 2000 (TA);
 - The Proceeds of Crime Act 2002 (POCA); and
 - The Money Laundering Regulations 2007 (MLR).
4. The Chartered Institute of Public Finance and Accountancy (CIPFA) has published guidance on how the provisions of this framework apply to public authorities (CIPFA, 2009). The Policy accompanying this report is designed to ensure that the Council and its staff fulfil all legal obligations and regulatory requirements in accordance with this guidance.
5. Public authorities and their staff are subject to the full provisions of the TA and four of the six principal money laundering offences defined in the POCA are relevant. The detail of the provisions relating to money laundering, in so far as they affect the Council, are summarised in the Appendix to the policy accompanying this report.
6. The Council is not legally obliged to apply the provisions of the MLR because public authorities are neither 'relevant persons' (as defined in the MLR) nor part of the 'regulated sector' (as defined in POCA 2002). However, as a prudent and responsible public body, the Council's policy and procedures should be designed to reflect the essence of the UK's anti-terrorist financing and anti money laundering regimes.

Main Considerations for the Council

7. Although the Council's risk of exposure to money laundering is relatively low and some of the provisions of the legal and regulatory framework do not apply, there is, as CIPFA observes, a reputational risk for any authority that does not have adequate policies and procedures in place. CIPFA's view is that, "it is prudent and responsible practice for public service organisations, including those outside the scope of the regulations, to put in place appropriate and proportionate anti-money laundering safeguards and reporting arrangements, designed to enable them to detect and avoid involvement in the crimes described in the legislation and regulations."
8. The risk is not only reputational. There is also a risk that individuals who, in the course of Council business, become aware that criminal property or funds could be involved may commit offences under the TA or POCA sections 327-329 if a reasonable suspicion is not reported.
9. It is therefore important that appropriate and proportionate arrangements are established to ensure that the Council, its staff and Members are protected as far as practicable, notably by having in place a reporting mechanism, arrangements for publicising the responsibilities of individuals and provisions for appropriate training and education.
10. The policy needs to be clear, succinct and practical to ensure maximum accessibility to staff and Members. The details of how the policy is applied in practice will be available to all staff and Members on the Wire in the Anti Money Laundering Procedures.

Environmental Impact of the Proposal

11. No environmental impact has been identified.

Equalities Impact of the Proposal

12. No equalities impact has been identified. Compliance with the proposed policy will ensure that all customers are treated consistently in accordance with the legal requirements related to suspicions of money laundering.

Risk Assessment

13. Non-compliance with the basic procedures set out in the proposed policy exposes
 - the Council to risks of financial loss and reputational damage
 - individual employees to risks of prosecution (as a party to money laundering offences).

The proposed policy addresses and mitigates these risks.

Financial Implications

14. Training and guidance will need to be provided for employees, particularly those in key positions where potential money laundering activity may be encountered.

Legal Implications

15. Adoption of the proposed policy will ensure that the Council complies with the TA and relevant provisions of the POCA.
16. A responsible, appropriate and proportionate anti money laundering policy will enhance Council's governance arrangements and protect its reputation. Such a policy is consistent with local government generally and will increase staff confidence that the council will protect their interests.

Options Considered

17. The legal and regulatory framework renders a policy essential. The options are choices between longer and shorter documents. The aim was to create as short a document as possible whilst communicating key messages.
18. A longer document could describe the procedures in more detail but this was rejected in favour of a separate Procedures document which takes the Policy as its starting point. This ensures that the Policy is not excessively long, is more likely to be read and is less likely to obscure key messages.

Conclusions

19. An anti money laundering policy should be adopted, publicised and made generally accessible. The policy at Appendix 1 reflects all the considerations in this report.

CARLTON BRAND

Director of Resources

Report Author:

Steve Memmott
Head of Internal Audit

Background Papers

Published documents used in preparing this report:

Chartered Institute of Public Finance and Accountancy (2009),
Combating Financial Crime, Further Guidance on Anti Money
Laundering for Public Service Organisations, London, CIPFA.

Appendices

Appendix 1: Anti Money Laundering Policy

Anti Money Laundering Policy

Introduction

1. Money laundering is any attempt to use the proceeds of crime for legitimate purposes. Anyone who becomes involved with an activity which they know, or have reasonable grounds to suspect, is related to the proceeds of crime may be guilty of money laundering.
2. The term money laundering is often used to refer to the complex and large-scale procedures used by organised crime and terrorist groups to conceal the illegal nature of their assets by the careful and staged introduction of the proceeds of crime into legitimate financial and commercial streams. The legislation, however, is very broad, and applies to the proceeds of any crime no matter how large or small.
3. Any Member or employee who, in the course of Council business, becomes aware that criminal property or funds could be involved should report their suspicion promptly, in accordance with the Policy set out in this document. Failure to do this may inadvertently result in an offence, for example relating to concealing, or assisting an arrangement connected with, criminal property.
4. The risk of the Council contravening the legislation is, however, relatively low and some legal and regulatory requirements do not apply to public authorities.
5. The Terrorism Act 2000 (TA) and the Proceeds of Crime Act 2002 (POCA) place obligations on all of us. The statutory provisions relating to money laundering, in so far as they affect the Council, are summarised in the Appendix to this policy, together with references to further information.
6. The government's anti money laundering arrangements also include the Money Laundering Regulations 2007 (MLR), which the Council is not legally obliged to apply. However, as a prudent and responsible public body, the Council's policy and procedures are designed to reflect the essence of the UK's anti-terrorist financing and anti money laundering regimes as set out in the TA, POCA and MLR.

Policy

7. This policy is complemented by the Council's Anti Money Laundering Procedures which set out the details of how the policy is to be applied. The aims of the Policy and Procedures, taken together, are to:
 - assist the staff and Members of Wiltshire Council to understand money laundering and their personal legal obligations and responsibilities arising from the requirements of the legal and regulatory provisions
 - prevent Council services being used for money laundering purposes, and
 - set out the procedures which must be followed to enable the Council and its staff to comply with their legal obligations.

8. Wiltshire Council will do all it can to:
- prevent the Council and its staff being exposed to money laundering;
 - identify the potential areas where it may occur; and
 - comply with all legal and regulatory requirements, especially with regard to the reporting of actual or suspected cases of money laundering.
9. All employees are required to:
- report promptly all reasonable suspicions¹ of money laundering activity to the Money Laundering Reporting Officer (MLRO) or Deputy MLRO. This may initially be by a direct discussion or by using the form provided in the Anti Money Laundering Procedures.
 - follow any subsequent directions of the MLRO or Deputy.
10. The nominated officers for reporting issues are:
- MLRO: Chief Finance Officer (Section 151 Officer)
 - Deputy MLRO: Monitoring Officer
- Full contact details are provided in the Anti Money Laundering Procedures.
11. The MLRO or Deputy must promptly:
- evaluate all concerns raised by staff to determine whether it is appropriate to make a report to the Serious and Organised Crime Agency (SOCA)
 - if appropriate, ensure that an internal report is completed, using the form provided in the Anti Money Laundering Procedures.
 - if appropriate, submit a Suspicious Activity Report to SOCA using SOCA's standard form (available at www.soca.gov.uk).
12. Those receiving, or arranging to receive, cash on behalf of the Council must ensure they are familiar with the Council's Anti Money Laundering Procedures.
13. No payment to the Council will be accepted in cash if it exceeds £3,000.
14. Although there is no legal requirement for the Council to have formal procedures for evidencing the identity of those they do business with, staff should be alert to potentially suspicious circumstances. Where there may be doubt and in particular, when forming a new business relationship or considering a significant one-off transaction, the identification procedures in the Council's Anti Money Laundering Procedures should be followed.
15. The Council will:
- make all staff aware of the obligations placed on the Council, and on themselves as individuals, by the anti-money laundering legislation
 - give targeted training to those most likely to encounter money laundering activity.

¹ There is no definition of what constitutes reasonable suspicion. There must be genuine reasons or grounds for the suspicion: it is more than speculation or hunch and common sense will be needed.

Money Laundering: Legal and Regulatory Framework

16. **The Terrorism Act 2000** applies in full, as it does to all individuals and businesses in the UK. If, in the course of business or employment, you become aware of information which provides knowledge or gives reasonable grounds for belief or suspicion that proceeds have come from or are likely to be used for terrorism, it must be reported. This will prevent commission of the money laundering offence relating to being implicated in illegal activity.
17. **The Proceeds of Crime Act 2002** defines six principal money laundering offences, only the first four of which are likely to apply to the Council:
 - a. concealing, disguising, converting, transferring, or removing from the UK, any criminal property (S327)
 - b. becoming concerned in an arrangement which you know or suspect facilitates the acquisition, retention, use, or control of criminal property (S328)
 - c. acquiring, using, or possessing criminal property (S329)
 - d. doing something that might prejudice an investigation (for example, falsifying a document) (S342)
 - e. failing to disclose known or suspected money laundering offences (S330-332)
 - f. “tipping off”, by giving information to someone suspected of money laundering in such a way as to reduce the likelihood of their being investigated or prejudicing an investigation (S333A).
18. The offences of failing to disclose and tipping off will not apply so long as the Council does not undertake activities which might be interpreted, under POCA, as falling within the regulated sector. The regulated sector refers to activities which should be regulated under the Financial Services and Markets Act 2000.
19. **The Money Laundering Regulations 2007** are not legally binding on public authorities because they are neither ‘relevant persons’ (as defined in the MLR) nor part of the ‘regulated sector’ (as defined in POCA 2002). There is, however, a distinct reputational risk for any authority that does not have adequate policies and procedures in place. Following CIPFA’s guidance, a “prudent and responsible” council will adopt “appropriate and proportionate” policies and procedures designed to “detect and avoid involvement in the crimes described in the legislation and regulations”.
20. **In summary**, for the Members and staff of Wiltshire Council this means, in essence, being vigilant for signs of money laundering, having a mechanism for reporting suspicious activity, providing appropriate training and having procedures for identification checks.

Further References

- Chartered Institute of Public Finance and Accountancy (2009) Combating Financial Crime, Further Guidance on Anti Money Laundering for Public Service Organisations.
- Serious and Organised Crime Agency www.soca.gov.uk
- Money Laundering Guidance at www.lawsociety.org.uk and www.ccab.org.uk
- CIPFA - www.cipfa.org.uk/practiceassurance/laundrying.cfm,
- UK Statutes and Statutory Instruments at <http://www.opsi.gov.uk>
 - a. Terrorism Act (Sections within Part III)
http://www.opsi.gov.uk/RevisedStatutes/Acts/ukpga/2000/cukpga_20000011_en_4#pt3-pb2-l1g18
 - b. Proceeds of Crime Act (Part 7 – money laundering)
http://www.opsi.gov.uk/RevisedStatutes/Acts/ukpga/2002/cukpga_20020029_en_22#pt7
 - c. The Terrorism Act 2000 and Proceeds of Crime Act 2002 (Amendment) Regulations 2007, SI 2007 No. 3398
http://www.opsi.gov.uk/si/si2007/uksi_20073398_en_1
 - d. Money Laundering Regulations 2007, SI 2007 No. 21
http://www.opsi.gov.uk/si/si2007/uksi_20072157_en_1

WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: **PLACES OF CHANGE FUNDING FOR REDEVELOPMENT OF DAMASCUS HOUSE / EMMAUS HOUSE HOSTEL, SALISBURY**

Cabinet member: **John Brady – Economic Development, Planning and Housing**

Executive Summary

Wiltshire Council has been successful in securing funding of £1.2million from the Places of Change programme of the Homes & Communities Agency (HCA), to assist with funding the redevelopment of a direct access hostel and care facility in Salisbury. Additional funding has also been secured both through the HCA and Wiltshire Council to enable the redevelopment to take place.

The redevelopment will be managed by one of the Council's partner Registered Social Landlords (RSLs), GreenSquare, and the Council is required to pass on the funding of the £1.2m from Places of Change to GreenSquare to enable the development.

Wiltshire Council is required to sign a funding agreement with the HCA, and will subsequently enter into a funding agreement with GreenSquare to ensure that they sign up to the same terms and conditions. The Council requires Cabinet approval to sign the agreement with HCA, and to pass on the funding of £1.2m to GreenSquare to enable the draw down of funds by 31/3/10.

Proposal

That Cabinet approves the signing of the agreement between Wiltshire Council and Homes and Communities Agency and approves the transfer of the Places of Change funding of £1.2m to GreenSquare to enable funds to be drawn down, and contracts exchanged by 31/3/10.

Reason for Proposal

The first tranche of the Places of Change funding must be drawn down by Wiltshire Council by 31/3/10. Failure to do so will result in funding being withdrawn and the redevelopment project will no longer be financially viable. GreenSquare cannot enter into any contracts on the build programme until they have the grant funding secured.

Graham Hogg
Service Director, Housing

WILTSHIRE COUNCIL

CABINET
23 MARCH 2010

Subject: **PLACES OF CHANGE FUNDING FOR REDEVELOPMENT OF DAMASCUS HOUSE / EMMAUS HOUSE HOSTEL, SALISBURY**

Cabinet member: **John Brady – Economic Development, Planning and Housing**

Purpose of Report

1. To seek Cabinet approval to sign a funding agreement between Wiltshire Council and HCA in respect of £1.2m funding from the Places of Change programme to enable the redevelopment of Damascus House / Emmaus House direct access hostel and care facility in Salisbury, and to seek approval to transfer that funding to GreenSquare to enable the redevelopment to take place.

Background

2. On 11/10/06 the Cabinet of the former Salisbury District Council approved the allocation of £500,000 from the Council's capital expenditure as a contribution towards the redevelopment of the hostel facility at Damascus House /Emmaus House, subject to additional funding being secured.
3. In February 2008 the former Salisbury District Council applied for Places of Change funding on behalf of the hostel provider, Alabare Christian Care Centres. The application was initially placed on a reserve list, and in September 2009 Wiltshire Council was advised that funding of £1.2m had been approved.
4. The Homes & Communities Agency subsequently approved funding through their affordable housing programme of £1,287,057 for Damascus House (hostel facility) and £725,000 for Emmaus House (move on accommodation).
5. One of the Council's RSL partners, GreenSquare, are working with the Council and Alabare to manage the redevelopment of the scheme, and will require the Places of Change funding of £1.2m to be transferred to them to enable the commencement of the development.
6. The first phase of the funding from Places of Change (£500,000) must be drawn down by 31/3/10 and transferred to GreenSquare, in order to secure the funding and the redevelopment of the scheme. Before Wiltshire Council can draw down the funds it must sign a funding agreement with Places of Change.

7. A subsequent funding agreement is being drawn up between Wiltshire Council and GreenSquare in order that the terms and conditions of the Places of Change funding agreement are passed on to GreenSquare in order to protect the Council.

Main Considerations for the Council

8. The Council has made a commitment to enabling the redevelopment of the hostel and care facility and has secured the funding accordingly. In accepting the funding from Places of Change the Council must sign up to a funding agreement, a copy of which is attached to this report. This places responsibility on Wiltshire Council to repay the £1.2m funding in the event that the project is not completed to the satisfaction of the Homes & Communities Agency, or in the event of other issues arising which prevent the project from being completed.
9. In order to protect the Council's position a funding agreement will be drawn up between Wiltshire Council and GreenSquare which will mirror the conditions drawn up in the agreement between Wiltshire Council and The HCA.
10. If the agreement between Wiltshire Council and HCA is not signed, and funds not drawn down by 31/3/10 the funding from the Places of Change programme will be withdrawn, which will result in the redevelopment project no longer being financially viable. The hostel and proposed move on accommodation will provide an important service to Wiltshire people, and play a key part in meeting the Council's objectives in eliminating the need for people sleeping rough in the County. The redevelopment will provide a fit for purpose homeless hostel, with a whole range of services designed to assist residents with educational and social skills which will assist them with job searching.

Environmental Impact of the Proposal

11. The environmental impact of the proposal will be minimal. The new hostel and move on accommodation will be delivered to the HCA's Design and Quality Standards including the code for sustainable homes level 3. This ensures a high level of energy efficiency of the new buildings, 25% more energy efficient than homes built to building regulations standards.
12. There is an existing hostel on site which will be demolished as part of the project. The replacement of an outdated inefficient building by a new purpose built facility to higher standards will improve the environmental impact on the site.

Equalities Impact of the Proposal

13. The new hostel and move on accommodation provided as part of this project will enable some of the most vulnerable members of our communities to access decent affordable homes. In addition, they will be offered fit for purpose facilities to enable access to education and training and to enable homeless people to access the job market. Support will be

provided to enable the residents to move on to independent living and therefore to enable them to make a valuable contribution to their local communities.

Risk Assessment

14. The risk of not giving approval to both enter an agreement with Places of Change to receive the grant funding and with Green Square to receive the funding is that the funding will be lost along with the other HCA funding that has been secured for the project. This will result in the lost of a key project for the Salisbury area that has been supported by the Council in order to meet the needs of homeless households in the South Wiltshire area.
15. There are obligations on the Council as a result of entering into the funding agreement for the Places of Change funding. However, the back to back agreement between the Council and GreenSquare will pass these risks on to the RSL. The Council will not sign the agreement to receive the funding until an agreement is in place with GreenSquare accepting those risks.

Financial Implications

16. The Council is not required to contribute any funds to the scheme, other than the £500,000 already approved. However, by signing the agreement with the HCA it does accept responsibility for the proper use of the £1.2m funding, and would be required to repay that sum of money in the event of the project not achieving completion. A back to back funding agreement with the RSL will be drawn up to mitigate the Council's risk.

Legal Implications

17. The funding agreement between the HCA and Council for receipt of Places of Change funding contains a number of clawback conditions which are not unusual in such funding documentation but obligate the Council to repay part or all of the funds in the event GreenSquare default on any of their obligations in respect of delivering the project.
18. The separate funding agreement between the Council and GreenSquare will mirror the terms of the HCA funding agreement between HCA and the Council and unless GreenSquare agree to accept the conditions proposed, the Council will not enter into the funding agreement with Places of Change as it is essential that the Council is able to pass on the responsibilities under its agreement with the HCA to GreenSquare.
19. We will ensure that the agreement between the Council and GreenSquare gives the Council protection in respect of the situation where GreenSquare defaults on their obligations. We will ensure that if any default triggers the HCA to clawback funds from the Council, the Council would seek to clawback the same level of funds from GreenSquare.
20. There is a risk that GreenSquare could get into financial difficulties and be unable to deliver the project or to repay the grant. However, in the history of

RSLs an RSL has never gone into administration. They are heavily regulated by the Tenant Services Authority (TSA) and where, in the past, an RSL has got into financial difficulty, the TSA (formerly part of the Housing Corporation) has intervened as the regulator to find another RSL to take over the failing RSL. The new parent RSL then takes on all the financial responsibilities and commitments of the RSL it has taken over. Therefore, any clawback initiated by the HCA due to failure of the project would fall onto the new parent RSL. The risk that, in the event of a clawback being triggered, the Council is unable to recover the funds from the RSL is minimal.

21. A Legal Officer has reviewed the HCA Funding Agreement and is currently negotiating to limit the trigger conditions for potential clawback. The Funding Agreement between Wiltshire Council and GreenSquare is being produced to mirror the HCA Funding Agreement and will be negotiated with GreenSquare in due course. As detailed above, if GreenSquare do not agree to take on the same responsibilities and conditions from the Council as those imposed by HCA funding agreement in order to minimise the risks to the Council, the Council will not enter into the agreement for the Places of Change funding.

Options Considered

22. An option is not to agree to the conditions being imposed by the HCA for receipt of the Places of Change funding. However, this will result in losing the funding and the non-delivery of the project. This would leave the south Wiltshire area with inadequate, outdated and inefficient accommodation options for homeless people in the area. This will affect the Council's performance in delivering a high quality housing service in Wiltshire.
23. Linked to this is the option not to enter a funding agreement with GreenSquare. Failure to do so will also result in non-delivery of the project as above. The agreement being proposed will ensure that the risks and responsibilities of the Council in signing the funding agreement with the HCA will be transferred to GreenSquare as the provider. The agreements will only be entered into if the Legal Officer is satisfied that the risk to the Council is minimised and acceptable.

Conclusions

24. The signing of the two funding agreements to enable the funding being provided for this project via the Places of Change programme to be drawn down will create new fit for purpose accommodation for some of the most vulnerable members of our community. The redevelopment of this hostel forms part of the Council's strategy to help prevent and manage homelessness effectively. The timescales for the funding are tight and it is essential that the agreements are signed before the end of the current financial year to enable the draw down of the funding and to enable the scheme to start on site.

It is therefore proposed that Wiltshire Council sign the agreement with the HCA in order to secure and draw down the relevant funds, and ensure that the Council's risks are mitigated by signing a back to back agreement with the RSL.

Graham Hogg
Service Director, Housing

Report Author: Helen Taylor, Principal Development Officer, New Housing Team, Salisbury.

Tel.01722 434463.

Email: helenc.taylor@wiltshire.gov.uk

4 March 2010

Background Papers

None

Appendix

Homes and Communities Agency Places of Change Funding Agreement

**GRANT AGREEMENT
PLACES OF CHANGE PROGRAMME
HOMES & COMMUNITIES AGENCY**

HOUSING ACT 1996: SECTION 27A

25th January 2010

Parties

- (1) **Homes and Communities Agency**, a body corporate under Section 1 of the Housing and Regeneration Act 2008, of 110 Buckingham Palace Road, London, SW1W 9SA (including any statutory successor) (the HCA); and
- (2) **Wiltshire County Council** whose registered office is at 26 Endless Street, Salisbury. SP1 1DR (the grant recipient)

Introduction

- (A) The HCA is empowered pursuant to the Transfer of Housing Corporation Functions (Modifications and Transitional Provisions) Order 2008 to exercise the functions of the Housing Corporation under Section 27A of the Housing Act 1996 to make grants available to facilitate the development and provision of affordable housing by bodies other than registered social landlords.
- (B) The Grant Recipient has submitted proposals to the HCA in respect of a scheme for Places of Change programme funding.
- (C) The HCA has selected the Grant Recipient to receive grant funding in respect of the Places of Change programme scheme referred to in this Grant Agreement.
- (D) The HCA has agreed to make grant available to the Grant Recipient for the purposes of the Project (as hereinafter defined) on the terms and conditions of this Grant Agreement in order to enable the provision of provision of social housing and services for homeless people under the terms of the Places of Change programme in accordance with local priorities.

Definitions:

Funding period – the current programme period, up to 31 March 2011;

Grant recipient – your organisation, which, having accepted this offer of grant, is responsible for receiving and accounting for the funds paid under it for the purposes of the approved projects and for ensuring compliance with all the terms and conditions of the grant;

Project – the Places of Change programme project for which the HCA has agreed funding in accordance with the terms of this grant agreement.

Amount and purpose of grant

1. The grant is for eligible expenditure in the funding period, up to a maximum of £1,222,016
2. The grant is provided for the purposes of the following approved project and may only be used to finance eligible expenditure.

Alabare Christian Care Centres □ Damascus House, Salisbury

3. In accordance with section 27A of the Housing Act 1996 the grant recipient undertakes:
 - (a) to use the grant made available to it for the purposes of the approved project; and
 - (b) to provide to the HCA such information as may reasonably be required as to the manner in which the assistance is being used.

Eligible expenditure

4. Eligible expenditure consists of expenditure lawfully incurred or to be incurred by the grant recipient or organisations in partnership with the grant recipient in the funding period for the purposes of the approved projects, up to the maximum amount of grant stated in paragraph 1, above. Eligible expenditure does not include contributions in kind and does not include the amounts described in paragraph 7.
5. For the purpose of defining the time of payments, a payment is made by the grant recipient when and only when, money passes out of the grant recipient's control. Money will be assumed to have passed out of the grant recipient's control at the moment when legal tender is passed to a supplier, when a letter is posted to a supplier or employee containing a cheque, or an electronic instruction is sent to a bank to make a payment to a supplier or employee by direct credit or bank transfer.
6. The grant recipient must not deliberately incur liabilities for eligible expenditure before there is an operational need for it to do so; and must not pay for eligible expenditure sooner than the due date for payment.
7. If the grant recipient incurs any of the following costs, they must be excluded from eligible expenditure:
 - a) activities of a political or exclusively religious nature
 - b) works or activities which any person has a statutory duty to undertake
 - c) expenditure financed from other central or local government sources or from European Community funds
 - d) overheads or administration costs apportioned or allocated at rates in excess of those usually charged by the grant recipient
 - e) depreciation, amortisation or impairment of fixed assets
 - f) input VAT recoverable by the grant recipient from H.M. Revenue & Customs

- g) interest payments or service charge payments for finance leases
- h) bad debts to a party related to officers, members and employees of the accountable body (see accounting standard FRS8 for the definition of a "party related");
- i) entertaining
- j) statutory or criminal fines or penalties
- k) payments made in advance of need.

Claiming grant

8. Grant will be paid for eligible expenditure. In order to draw down the grant the recipient must provide a request by email stating: "I can confirm that <grant recipient> now has a need for the <grant amount> allocated to <project> from the Places of Change programme". In addition, the recipient must also provide a breakdown of the eligible expenditure being claimed at that time.
9. Grant expenditure will be based upon an expenditure forecast to be agreed by the HCA with the grant recipient at the time of the grant offer being accepted.
10. **Claims and monitoring reports must be submitted in accordance with the timetable below.** Failure to do so may result in a loss of funding.

| Period | Claim due by: | Monitoring reports due by: |
|--|----------------------------|------------------------------------|
| 1 st April 2009 – 31 st March 2010 | 1 st March 2010 | Q1 – 7 th July 2009 |
| | | Q2 – 7 th October 2009 |
| | | Q3 – 11 th January 2010 |
| | | Q4 – 7 th April 2010 |
| 1 st April 2010 – 31 st March 2011 | 1 st March 2011 | Q1 – 7 th July 2010 |
| | | Q2 – 7 th October 2010 |
| | | Q3 – 10 th January 2011 |
| | | Q4 – 7 th April 2011 |

Monitoring

11. The grant recipient must have effective systems to monitor the impact of the approved projects and the progress towards meeting the required outputs and outcomes.
12. The grant recipient must provide quarterly reports on progress to the Agency with the approved projects on the dates specified in the table in paragraph 10 of this agreement.
13. The grant recipient must co-operate with the HCA in conducting formal reviews of grant aided activity during the year. The dates will be set by the HCA and may require a more comprehensive report on progress as well as a meeting. The grant recipient must also provide such statistical and other information as may reasonably be required by the HCA to monitor effective use of the grant.
14. The Agency may require by notice in writing such further information as may reasonably be required as to the manner in which the grant is being used or for the purposes of

otherwise determining entitlement to grant. The grant recipient must submit such information within 21 days beginning with the date on which the notice is served.

Records to be kept

15. The grant recipient must keep a record of payments made for the purposes of the approved projects, all financial contributions made towards the approved projects, and any income generated by the approved projects, showing, in each case, the amount financed by funds provided under this grant.
16. All accounting records relating to the approved projects must be retained for a period of at least six years after the end of grant funding. Accounting records include accounts, deeds, writings and documents in paper, film and electronic form.
17. The grant recipient must make these available at any reasonable time for inspection by officials from the HCA or their representatives.

Fixed Assets

18. The grant recipient must keep a register of payments, financed wholly or partly with funds provided under this grant, to acquire or improve fixed assets (i.e. all land, buildings, plant, machinery and vehicles, furniture, and computer and office equipment) where the amount of each individual payment was £5,000 or more, net of recoverable VAT. The register must include: the date of acquisition or improvement; a description of the asset; the price paid net of recoverable VAT; the location of the asset; and where appropriate, the location of the title deeds; the serial or identification number; the sale proceeds; the date of disposal and disposal proceeds.
19. Prior notification must be given to the HCA's nominated contact if any fixed asset funded wholly or partly with funds provided under this grant is to be sold or ownership transferred to another person. If fixed assets are sold or transferred, the grant recipient must repay the proceeds or a proportion of the proceeds as assessed by the HCA to the HCA within 30 days of being asked by the HCA to do so.
20. The grant recipient must not allow a third party to take a charge on any fixed asset financed wholly or partly by funds provided under this grant, without written permission from the HCA.

Statement of Grant Usage

21. By the 30 September each year, the Grant Recipient must complete and submit to the HCA, a Statement of Grant Usage, giving details of all eligible expenditure and all sources of funding during the funding period. A Statement of Grant Usage is included as Schedule xx.
22. Manuscript alterations to the Statement of Grant Usage must be initialled by the original signatory. If negative figures are used in any of the documents to which this note refers, the figures must be written thus: "minus £X". Figures in brackets or in red will not be recognised as negative.
23. After receiving the Statement of Grant Usage, the HCA will pay any outstanding grant due for the funding period, subject to the terms and conditions of this agreement. Alternatively, if the Statement of Grant Usage identifies any overpayment of grant, the grant recipient must repay this amount within 30 days of being asked by the HCA to repay it.

Value for money and procurement requirements

24. The grant recipient must secure the best value for money in all purchases of goods and services made for the purposes of the Project. The grant recipient must obtain quotes for the provision of all goods and services with a cost of £500 or more, and where the cost is £5,000 or more, it must, if practicable, obtain at least 3 written tenders. If required to do so by the HCA, it must produce documentary evidence of compliance with this condition.
25. If the grant recipient follows a single tender procedure, for example, where the value of a contract is very low or where there is only one supplier capable of providing the goods or services concerned, it must keep a record of the reasons why that procedure was thought to be appropriate.
26. If applicable, the grant recipient must take all reasonable steps to ensure that it does not incur eligible expenditure without having complied with the requirements of the EC Procurement Directives. In relation to the supply of goods and services, these requirements are implemented by the Public Supply Contracts Regulations 2006 (SI2006/05) and are subject to thresholds specified by reference to the value of the transaction. These Regulations specify the procedures to be followed in relation to the award of public works contracts, public supply contracts and public services contracts by public bodies (called Contracting Authorities, as defined in the Regulations), and remedies for breaches of the Regulations. Although the Regulations apply primarily to public sector bodies, they may also apply to the procurement of goods and services by a private person where more than 50 per cent of the consideration is contributed by a public sector body.

Conflicts of interest and financial or other irregularities

27. Officers, members and employees of the grant recipient must be careful to avoid conflicts of interest. The grant recipient must set up formal procedures to require all such persons to declare any personal or financial interest in any matter concerning the approved projects and to be excluded from any discussion or decision-making relating to the matter concerned.
28. If the grant recipient has any grounds for suspecting financial irregularity in any transaction associated with the approved projects, it must notify the HCA immediately, explain what steps are being taken to investigate the suspicion, and keep the HCA informed about the progress of the investigation. For these purposes "financial irregularity" includes fraud or other impropriety, mismanagement, and the use of grant for purposes other than those for which it was provided.

Accountable body

29. Where the grant recipient has submitted a scheme in partnership with other organisations, the grant recipient must act as the accountable body. The grant recipient must be responsible for ensuring that all the requirements in the grant agreement are complied with and, in particular, the establishment of effective appraisal, monitoring and financial systems to ensure regularity and propriety. Any grant that becomes repayable to the HCA as a result of non-compliance with any of the conditions set out in this grant agreement will be repayable by the grant recipient, regardless of the cause of the non-compliance.

Withholding, Suspending, Recovery, Repayment and Termination of Grant

30. The HCA may at any time on any of the grounds set out in paragraph 31 below suspend or withhold further payments of grant and whether before or after completion of the approved projects, reduce or withdraw grant support and may recover from the Grant Recipient any amount of the grant paid.
31. The grounds to which paragraph 30 applies are that:
- a. The Grant Recipient fails to comply with any of the terms and conditions set out in this grant agreement;
 - b. The Grant Recipient fails to apply the grant for the purposes for which it was provided;
 - c. Any information provided to the HCA in connection with the grant prior to the date of this grant agreement, or in a claim for payment of grant, or in subsequent or supporting correspondence is found to be incorrect or incomplete to an extent which the HCA considers material;
 - d. The Grant Recipient ceases to operate or there is a significant change in the nature or focus of its operations;
 - e. The Grant Recipient is the subject of a proposal for a voluntary arrangement or has a petition for an administration order or a winding up order brought against it; or passes a resolution to wind up or makes any composition, arrangement, conveyance or assignment for the benefit of its creditors or purports to do so; or if a receiver, administrator or liquidator is appointed; or (if the Grant Recipient is a company) is struck from the register at Companies House;
 - f. It appears to the HCA that the Grant Recipient no longer requires grant in order to carry out the approved projects;
 - g. Any financial irregularities are identified in connection with the approved projects;
 - h. Any other circumstances arise, or events occur, which are likely to affect the Grant Recipient's ability to carry out the approved projects to the satisfaction of the HCA.
32. Where the HCA requires the grant recipient to repay grant under paragraph 31 the Grant Recipient shall repay the amount concerned within 30 days of receiving the demand for repayment.
33. Where the HCA has required the grant recipient to repay any amount, the HCA may recover that amount by withholding, or deducting the amount from, any sum due to the grant recipient from the HCA under an offer of grant for any other project or activities under any scheme or programme administered by the HCA.

Compliance with UK statutes

34. The Grant Recipient must, for all activities for which this grant has been awarded, take all reasonable steps to ensure that it and anyone acting on its behalf comply with the law

for the time being in force in the United Kingdom. In particular (so far as binding on the grant recipient) the requirements of:

- the Health and Safety at Work Act 1974;
- the Data Protection Act 1998;
- the Human Rights Act 1998;
- the Sex Discrimination Act 1975;
- the Race Relations Act 1976 and the Race Relations (Amendment) Act 2000;
- the Disability Discrimination Act 1995; and
- any Codes of Practice issued by the Commission for Racial Equality and the Equal Opportunities Commission in relation to the law relating to equal opportunities and good practices in employment.

Recognition of HCA funding

35. The Grant Recipient must ensure that any publicity relating to the scheme acknowledges the HCA's contribution. The Grant Recipient must comply with any guidance on publicity issued by the HCA. Publicity in the form of signs acknowledging the HCA's involvement must be provided at premises and other sites benefiting from the grant wherever this is practicable.

Acceptance of grant offer

36. If the Grant Recipient wishes to accept this offer of funding, please sign both copies of the funding agreement in the space indicated below and return one of the copies to the HCA.

Signed _____ for and on behalf of Wiltshire County Council

Date _____

Signed _____ for and on behalf of the Homes & Communities Agency

Date _____

Please return this signed agreement to:

Michael Wilson
Homes and Communities Agency, 7th Floor, Maple House,
149 Tottenham Court Road, London W1T 7BN

PLACES OF CHANGE PROGRAMME

Alabare Christian Care Centres Damascus House, Salisbury

| PERFORMANCE MONITORING RETURN - 2009/10 EACH QUARTER | TO BE SENT | BY |
|---|-----------------|-------------------------------------|
| Quarter 1 (1 April 2009 – 30 June 2009) | 7 July 2009 | <input checked="" type="checkbox"/> |
| Quarter 2 (1 July 2009 – 30 September 2009) | 7 October 2009 | <input type="checkbox"/> |
| Quarter 3 (1 October 2009 – 31 December 2009) | 11 January 2010 | <input type="checkbox"/> |
| Quarter 4 (1 January 2010 – 31 March 2010) | 7 April 2010 | <input type="checkbox"/> |

The main Places of Change outcomes by which the project will be judged when evaluating its success are:

- *To increase the number of clients positively moving on to independent or more appropriate supported accommodation: and*
- *To increase the number of clients moving into education & employment*

Meeting the following outputs will help this to be achieved:

- *To involve residents in the development of services*
- *To increase access to primary and other health care services including therapeutic interventions tailored to address clients' health and well-being*
- *To reduce the number of exclusions and abandonments and to increase the number of planned moves*
- *To develop well-trained, motivated and supported staff*
- *To provide a quality physical environment*

A separate monitoring proforma and guidelines for its completion will be provided subsequent to the grant offer being accepted.

NOTE

1. Information provided in these monitoring reports may be shared with the relevant local authority and voluntary sector partners.
2. The grant recipient must also ensure that any publicity relating to the schemes (above) acknowledges the HCA's contribution. The grant recipient must comply with any guidance on publicity issued by the HCA. Publicity in the form of signs acknowledging the HCA's involvement must be provided at premises and other sites benefiting from the grant wherever this is practicable.

PLACES OF CHANGE PROGRAMME STATEMENT OF GRANT USAGE 2009-10

Alabare Christian Care Centres □ Damascus House, Salisbury

STATEMENT OF GRANT USAGE

Eligible expenditure

Please complete this table, on a cash paid basis, net of all recoverable VAT, to the nearest £1.
Ignore any contributions in kind.

Note: We would appreciate it if a breakdown of expenditure is also provided.

| | Amounts forecast in the grant application | Actual amounts |
|---|---|----------------|
| Payments to acquire or improve fixed assets in the 2009/10 Financial Year | | |
| Payments for other costs in the 2009/10 Financial Year | | |
| Total | | |

To the Accounting Officer for the Homes & Communities Agency

I certify that to the best of my knowledge and belief the above table is a complete and accurate record of the eligible expenditure in the year 1 April 2009 to 31 March 2010, as defined in the funding agreement between the Grant Recipient and the HCA dated 25th January 2010.

Signed by the chief finance officer or equivalent

Signature

Name (BLOCK CAPITALS)

Date

Please return this form to the nominated contact in the Homes & Communities Agency, named at the end of the funding agreement.

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WILTSHIRE COUNCIL

CABINET

23 MARCH 2010

Subject: **SOUTH WEST UK BRUSSELS OFFICE – TUPE
TRANSFER OF STAFF TO WILTSHIRE COUNCIL**

Cabinet member: **Councillor John Brady – Economic Development,
Planning and Housing**

Executive Summary

The Council has been a member of the South West UK Brussels Office (SWUKBO) Partnership since its inception in 2001. As a trusted and steadfast member of that Partnership, partners have requested that the Council takes on the Secretariat responsibilities of the Partnership involving the TUPE transfer of staff from Somerset County Council.

Wiltshire Council would be paid a management fee for taking on this service. A secondary benefit would be a closer working arrangement with SWUKBO and potentially stronger relationships with European institutions and networks. This would help to build on the success the Council has achieved in securing European funding for local projects.

The Council will not face any additional costs in respect of taking on eight additional staff. Risks to the Council are considered to be acceptable given the provisions of the existing SWUKBO Partnership Agreement and the new Supplemental Agreement developed by Wiltshire Council Legal Service.

Proposal

1. That Cabinet agrees to support the TUPE transfer of South West UK Brussels Office staff from Somerset County Council to Wiltshire Council for a period of three years starting 1 April 2010 subject to confirmation that a sufficient number of signatories to the Supplemental Agreement relating to the SWUKBO developed by Wiltshire Council have been secured.
2. In the event that a sufficient number of partner signatories to the Supplemental Agreement have not been secured by the date of the Cabinet meeting, Cabinet authorises the Chief Executive in consultation with the Director of Economy & Enterprise to complete the process of TUPE transfer of SWUKBO staff subject

to the required level of sign up by partners being achieved.

Reason for Proposal

- The Partnership Agreement for the South West specifies that the SWUKBO Secretariat responsibilities should rotate around the South West partners and as a trusted and steadfast member of the SWUKBO Partnership with the appropriate level of management capacity, Wiltshire Council has been invited to take on those responsibilities.
- A management fee would be payable to Wiltshire Council to take on this role. The new arrangement would also enable Wiltshire Council to develop a closer working relationship with SWUKBO and develop stronger relationships with the European institutions and networks including the European Parliament, Commission and Committee of the Regions with the benefit of early information regarding the availability of European funding opportunities to support the delivery of the strategic objectives of the Council and its partners. In the last three years, over £10 million of European funding has been secured for projects in Wiltshire; Wiltshire Council's membership of the SWUKBO Partnership has been a contributory factor to this success.

Alistair Cunningham
Director of Economy Enterprise

WILTSHIRE COUNCIL

CABINET

23 MARCH 2010

Subject: SOUTH WEST UK BRUSSELS OFFICE – TUPE
TRANSFER OF STAFF TO WILTSHIRE COUNCIL

Cabinet member: Councillor John Brady – Economic Development,
Planning and Housing

1. Purpose of Report

The purpose of this report is to obtain the support of members for the TUPE transfer of SWUKBO staff from Somerset County Council to Wiltshire Council.

2. Background

Wiltshire Council has been a trusted and steadfast member of the South West UK Brussels Office (SWUKBO) Partnership since its inception in 2001.

The purposes of the South West UK Brussels Office (SWUKBO) are:

- to ensure the South West has a clear voice in Europe, that its interests are heard and its potential explored;
- to relay information about developments on the European level of relevance and benefit to the region;
- to develop transnational links and opportunities for cooperation with other European regions.

The work of the SWUKBO is important to Wiltshire Council; in the last three years, the authority has secured in excess of £10 million of European funding to support various corporate and partnership projects and the Council's membership of the SWUKBO Partnership has been a contributory factor in this success.

SWUKBO is supported by the following partners:

- South West of England Regional Development Agency (SWRDA)
- 14 first-tier local authorities
- South West Councils
- Universities South West

Partners entered into a Partnership Agreement in 2005 which delegates the responsibility of managing the functions of the SWUKBO to specific partners. In return, the partners pay varying contributions to the annual budget of SWUKBO. In Wiltshire Council's case this is circa £16,000 per annum.

Somerset County Council (SCC) is the current Leasing Authority and takes on all liability of SWUKBO's office premises on behalf of the Partnership. All costs incurred by SCC to rent the premises are chargeable to the budget of the Management Board of SWUKBO and handled by SCC.

Somerset County Council is also the current Secretariat and responsible for the staffing arrangements of the office including appointing staff and setting terms and conditions of employment or making any necessary variations. All costs incurred by the Secretariat in making and implementing such arrangements are chargeable to the budget of the Management Board of SWUKBO. The office currently employs eight staff.

In recognition of the Council's longstanding membership of the SWUKBO Partnership and its management capacity, Wiltshire Council has been invited to take over the Secretariat function of the Partnership on 1 April 2010 but with SCC retaining its responsibilities for the leasing of the office.

3. Equalities Impact of the Proposal

Early consultation with the SWUKBO staff has not revealed any concerns around equalities except that the Brussels labour market within which the staff operate will need to be taken into account in the context of pay harmonisation.

4. Risk Assessment

Officers have undertaken due diligence to understand the potential HR, legal and financial risks associated with this project. Early consultation with staff has demonstrated firm support from staff for the proposed TUPE transfer.

If the proposed decision is not taken:

- Wiltshire Council would not receive the management fee income due
- The Council would lose the opportunity to develop closer working relationships with SWUKBO and the European institutions by virtue of its Secretariat status

If the proposed decision is taken:

- Wiltshire Council faces fluctuating employee costs owing to exchange rate movements; this risk will be managed through ensuring that the Partnership maintains sufficient contingency funds to cover such fluctuations. The Partnership Agreement allows for this contingency.
- Partners withdraw from the Partnership owing to either financial pressures or early termination of the office lease (the first opportunity to terminate is 31 December 2011) leading to possible dissolution of SWUKBO and the obligation to make redundancy payments to staff; this risk will be managed through a Supplemental Agreement with all partners developed by Wiltshire Council which will indemnify the Council for any additional costs which are unable to be covered by the SWUKBO budget. The SWUKBO Management Board is due to confirm this indemnification at its meeting on 22 March.

5. Financial Implications

5.1 Pension Liabilities

Several employees have joined the Local Government Pension Scheme (LGPS) that is run by SCC. Wiltshire Council also runs the LGPS. There will be no change in terms or conditions of the scheme on transfer to the detriment of any party.

SCC will pay Wiltshire Council an appropriate contribution (on behalf of each employee) to the pension scheme up to the date of transfer if there is any deficit in contributions. No additional costs will be incurred by Wiltshire Council in this respect. Wiltshire Council will continue to make its statutory pension contributions to the employees pension scheme post transfer.

Due diligence has revealed that no employee is close to retirement and therefore it is highly unlikely any additional costs will be incurred as a result of early retirement which Wiltshire Council, in the normal circumstances, would have to bear.

5.2 TUPE Transfer cost

Wiltshire Council will not face any additional costs due to the TUPE transfer of staff. A management fee in the region of £16,000 would be payable to Wiltshire Council for taking on the Secretariat responsibilities.

6. Legal Implications

Legal and HR Officers have conducted extensive due diligence into the proposed transfer and have identified the following:

6.1 HR / Employee Implications

There is an ongoing issue with the HMRC in relation to the fixed exchange rate currently in operation. This is being addressed by Somerset County Council and as yet it is not clear whether this constitutes a benefit in kind. Wiltshire Council will seek to maintain the status quo until this has been resolved.

Wiltshire Council is currently exploring a solution to enable paying the staff in Brussels a fixed euro salary in order to avoid the issue of fluctuating exchange rates. Consideration will be given to their individual circumstances to ensure their pay rate reflects the market conditions.

Consideration should also be given to the impact of any European employment law changes in the management of the employment relationship of the staff and the costs associated in supporting staff members who do not reside in Wiltshire.

Notwithstanding the above, Wiltshire Council has engaged in an extensive TUPE consultation process with Somerset County Council and the staff at the Brussels office. The TUPE obligations have been complied with, there having been no

issues raised by the transferring staff. The existing terms and conditions together with associated liabilities will on transfer pass to Wiltshire Council.

6.2 Commercial Implications

A serious commercial risk has been identified which relates to the stability of the Partnership in the next year that may intimate potential redundancy costs.

Wiltshire Council requires the continued commitment of the Partners to fund SWUKBO post transfer for a minimum period to avoid any additional costs incurred by Wiltshire Council for the staff in the event that there is a deficit in the SWUKBO budget. If the SWUKBO Partnership was to dissolve, Wiltshire Council requires that all current Partners commit to their current obligation under the Partnership Agreement to indemnify the Secretariat and Leasing Authority for any additional costs for closing SWUKBO which includes redundancy costs and termination of the Lease.

To obtain the Partners commitment, Wiltshire Council has produced a Supplemental Agreement to accompany the current Partnership Agreement. The Supplemental Agreement addresses the two issues mentioned above by obligating the Partners to contribute to any deficit in the SWUKBO budget as a result of resigning Partners. It also provides for resigning Partners to remain liable for the potential dissolution costs of SWUKBO up to 31 December 2011 regardless of whether they resign prior to that date.

Furthermore, the Supplemental Agreement contains a clause that would be triggered by the dissolution of SWRDA (who contributes half the annual funding of SWUKBO). If this clause is triggered, the Partners can vote to dissolve the Partnership immediately or in that current financial year. This provision protects all remaining Partners from an escalation of fund contribution.

If Wiltshire Council has not secured a sufficient number of signatories to the Supplemental Agreement, it is recommended that the TUPE transfer does not proceed.

7. Options Considered

One option would be for Wiltshire Council to take on the Leasing Authority responsibilities in addition to the responsibilities for staff. However, at this time it is considered that the risks associated with becoming the Leasing Authority are too high to recommend that the Council takes on those responsibilities. Those risks include:

- The lease is governed by Belgian Law
- The duration of the Lease is fixed and it appears that neither party can vary the duration under any circumstances (it will automatically expire on 31 December 2017)
- The costs of maintenance and all repairs fall to the tenant
- A reinstatement clause is present and this refers to the inventory taken at the beginning of the lease. Reinstatement of the premises may be costly depending on the alterations made

- If the lease is terminated by default, the tenant is liable for re-letting the premises and shall provide and indemnify all cost related to the re-letting of the premises equivalent to six (6) months rent and charges. This is considered a high risk in the event the Partnership suddenly dissolved and no early break clause being applicable

However, there is a lease break on 31 December 2011 when this issue could be revisited.

8. Conclusions

The Council will not face any additional costs by virtue of taking on the Secretariat responsibilities of SWUKBO and transferring staff to Wiltshire Council. Risks to the Council are considered to be acceptable given the provisions of the Partnership Agreement and the Supplemental Agreement with partners. Further, there are potential benefits associated with this TUPE transfer in terms of the management fee payable to the Council and the development of a closer working relationship with SWUKBO, European institutions and networks that may help to secure additional European funding for Wiltshire-based projects.

Alistair Cunningham
Director of Economy & Enterprise

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15 March 2010

Background Papers

Unpublished South West UK Brussels Office – Legal, Commercial & Property
Due Diligence Report, 15 February 2010

Supplemental Agreement relating to the South West UK Brussels Office

Appendices

None

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WILTSHIRE COUNCIL CABINET

23 MARCH 2010

Subject: **MUNICIPAL WASTE DISPOSAL (LANDFILL DIVERSION CONTRACT) – PART I**

Cabinet member Councillor Toby Sturgis - Waste, Property and Environment

Executive Summary

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

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

This report seeks approval for the award of this contract, subject to important caveats, for an operational period of 25 years. This contract would make a considerable contribution to the achievement of the Council's key outcome of, by 2014, reducing the amount of waste sent to landfill to 25% of its municipal solid waste.

Proposal

That the Cabinet:

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

Reason for Proposal

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

Mark Boden
Economic Development, Planning and Housing

**WILTSHIRE COUNCIL
CABINET**

23 MARCH 2010

**Subject: MUNICIPAL WASTE DISPOSAL (LANDFILL DIVERSION
CONTRACT) – PART I**

Cabinet member Councillor Toby Sturgis - Waste, Property and Environment

Purpose of Report

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

Background

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

To confirm that, subject to the whole life cost of the contract not exceeding the projected cost of landfilling the same amount of waste to be treated under the contract over the duration of the proposed contract period, as set out in Appendix 1 to the report, the financial implications arising from the award of this contract would be consistent with Budget and Policy Framework of the Council.

5. At the reconvened meeting held on 23 November 2005 Wiltshire County Council Cabinet resolved:

- (i) *To confirm that, subject to final confirmation of price and completion of contracts to the satisfaction of the County Council, it is minded to award two contracts based upon the Hills/Lakeside tender (50,000 tonnes annually) and Hills/Entsorga tender (60,000 tonnes annually) for a 25 year term;*
 - (ii) *To authorise the Leader of the County Council and Cabinet Member for Planning and Waste to approve the signing of contracts, after advice from the County Solicitor, County Treasurer and Director of Environmental Services, subject to no significant change in costs and risks to the County Council.*
6. Negotiations continued with the tenderers who in turn progressed negotiations with their proposed sub-contractors, suppliers and funders. The contract with Hills for the delivery of 50,000 tonnes of waste annually to the Lakeside Energy from Waste plant at Colnbrook was signed on 29 March 2007. Construction and testing of this plant was certified complete by an Independent Certifier on 14 January 2010 and regular deliveries to the plant of the Council's MSW have now commenced.
7. In the intervening period negotiations have continued with Hills on the proposed contract for the construction of a mechanical biological treatment plant (MBT plant) at Westbury to produce a solid recovered fuel (SRF) from the Council's MSW. Planning permission for the plant was granted by Wiltshire County Council's Regulatory Committee at a meeting held on 18 March 2009.

Main Considerations for the Council

8. The proposed contract provides for 60,000 tonnes annually of residual MSW to be delivered, predominantly from west and north Wiltshire, to the new MBT plant to be constructed on the Northacre Industrial Park, Westbury. The plant will be built by Interserve Project Services Ltd and the process plant provider will be Entsorga Italia SRL (Entsorga). The SRF produced by the MBT plant will be delivered to an energy from waste plant in Germany or the Netherlands in accordance with a sub-contract with a contract period of 5 years, with a right to extend for another 5 years by mutual agreement. The MBT plant will be operated and maintained by Hills who will also provide landfill capacity for any outputs from the MBT plant which cannot be recycled or used as a fuel.
9. Waste which is delivered to the MBT plant will be tipped into a reception pit before being transferred by crane into a fast rotary drum. Any oversize materials such as plastic and card will be separated out and may either be added back into the process at SRF production stage or be sent for recycling. The remaining waste passes into a stock pit before being distributed by crane into windrows in a large biotreatment hall.
10. The waste will be retained in the hall for between 10 and 14 days. Air will be drawn down through the waste and blown upwards in a controlled manner. The temperature of the air and the rate of air flow will be managed to maximise drying of the waste. In conjunction with this the waste will undergo some biodegradation.

11. The treated material will then be shredded and refined using a combination of rotary screens, air separation and magnetic and eddy current separation equipment to produce three streams of:
 - (i) Ferrous metals for recycling;
 - (ii) SRF and fines (containing undersize organic material); and
 - (iii) Inert material such as glass and stones.
12. The fundamental performance objective for this contract is the achievement of the annual SRF target of at least 20,000 tonnes. The Council's technical advisors, SKM Enviro, have used the Environment Agency's Waste and Resources Assessment Tool for the Environment (WRATE) to carry out an assessment of the ability of the proposed MBT plant to produce the required quantity of SRF with a composition that meets the SRF specification set out in the proposed sub-contract.
13. The composition of the MSW that SKM Enviro used for this assessment comprises average values of the quantity of different materials within the waste (such as paper and card) calculated from a number of waste composition surveys carried out between 2005 and 2009 on waste arising in west Wiltshire. The Council has proposed these composition requirements for inclusion in the contract definitions and is awaiting Hills' response. The Council has notified Hills of the results of the composition surveys that have been carried out between 2005 and 2009 so the plant should be designed to process MSW with these characteristics.
14. The WRATE model projects that the proposed MBT plant is capable of producing in excess of 30,000 tonnes of SRF each year based on 60,000 tonnes of MSW which meet the composition requirements proposed for the contract being delivered to the plant. The annual SRF target is 20,000 tonnes and Hills are obliged to deliver any quantity of SRF produced to the energy from waste plant. There is no maximum quantity of SRF stated in the sub-contract so it is feasible that the target would be exceeded by up to 10,000 tonnes of SRF each year.
15. The proposed sub-contract contains a specification for the SRF. Provided the Council delivers MSW which meets the composition requirements set out in the proposed Principal Agreement with Hills, it is Hills' responsibility to manufacture SRF in accordance with the SRF specification. SKM Enviro concluded that the proposed SRF should meet the majority of parameters in the specification. There may be peaks in individual loads of MSW that exceed the limits of the specification but these should be effectively dispersed as the MSW is processed through the MBT plant.
16. Through the Transfrontier Shipment of Waste Regulations Hills will have to apply annually to the Environment Agency for permission to export the SRF in advance of shipments commencing. The Environment Agency in turn seeks permission from its equivalent approving body in the country to which the SRF is being exported. There is a risk that there could be a delay in permission

being granted. Hills have been asked to demonstrate that they have a robust process in place for acquiring the necessary permits. This process is currently undertaken on behalf of Hills to enable the export of the Council's wood waste to an energy recovery plant in Germany.

17. The specification for SRF does not set limits in respect of moisture content, ash content or particle size which are of particular concern to the cement manufacturing industry, a possible alternative market for the SRF. However the projected SRF modelled by WRATE does indicate that the SRF would meet the required moisture and ash content for a cement kiln specification. It may be necessary to replace or adjust the proposed shredder to produce a smaller particle size SRF in order to meet the cement kiln specification, should this alternative market be pursued.
18. A cement kiln specification would have a higher calorific value limit for the SRF than that in the currently proposed specification, which is relatively wide. As a consequence it is likely that a lower quantity of SRF would be produced for the cement manufacturing market. However the annual SRF target would remain at 20,000 tonnes.
19. The proposed MBT plant is capable of operating in two modes, biodrying and biostabilisation. The Westbury plant would be operated in biodrying mode for the purposes of producing SRF. The air supply conditions would maximise the drying of the waste, but consequently the extent of biodegradation is significantly less than when the plant would operate in biostabilisation mode. If there was no market for the SRF the plant could be adjusted to reduce the biodegradability of the output from the process. This is important because the Council's performance against its Landfill Allowance Trading Scheme (LATS) targets relate to the quantity of biodegradable MSW sent to landfill.
20. For the purposes of calculating the equivalent tonnes of biodegradable MSW the Environment Agency applies a default adjustment factor of 1.3 to the amount of output from an MBT plant that is sent to landfill. In order to demonstrate that performance is better than this default position Hills would need to carry out testing as agreed with the Environment Agency of the biodegradability of the outputs from the plant. Until the plant has been constructed and the outputs can be tested in this way it is not possible to be certain about what the appropriate adjustment factor should be. Data from a variety of composting and MBT technologies indicates that for a typical biodrying MBT plant some diversion of biodegradable municipal waste is achieved.

Environmental Impact of the Proposal

21. Mechanical biological treatment with energy recovery was identified as a best practicable environmental option in the adopted Regional Waste Strategy and as one of the appropriate secondary recovery methods in the Wiltshire Joint Municipal Waste Management Strategy. It is not possible to quantify the environmental impact of the proposal to export the SRF to Germany. Clearly the miles that the SRF would travel increase considerably from the original proposal to deliver the SRF to the Lafarge cement works in Westbury.

However the proposal does enable the Council to divert waste from landfill and therefore reduces the production of methane, a potent greenhouse gas, which is 23 times as damaging a greenhouse gas as carbon dioxide.

22. The plant will generate electricity and heat which would also compensate for the miles travelled. The Council's objective would be to move to a more sustainable solution so the proposed sub-contract for export of SRF is for a period of 5 years. This would give the Council time to work with Hills prior to the expiry of the proposed sub-contract to provide an alternative outlet for the fuel which would reduce the distance over which the SRF would be transported. Consistent production of SRF from plants in the UK should encourage the development of plants using SRF to generate energy within the UK.

Equalities Impact of the Proposal

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

Risk Assessment

24. The financial modelling which has been carried out suggests that the do nothing option is likely to be the most expensive course of action. The do nothing option takes account of the diversion that is being achieved through recycling and delivery of waste to the Lakeside EfW plant. However, failure to award the contract and deliver the MBT plant could result in additional costs being incurred by the Council because it is not possible to predict with any degree of certainty the long term costs of landfilling waste.
25. Landfill Tax is now subject to an £8 per year escalator until it reaches £72 per tonne in 2013-14. Beyond that date the Council faces the risk of further escalation if central government decides to bring the tax up to the level applied in some EU countries. The government is also continuing discussions about banning more materials from landfill.
26. Projections of waste growth and assumptions about LATS fines, Landfill Tax costs and inflation are based on current information. The situation beyond 2013-14, although unclear, may be more stringent and is likely to result in an upward rather than a downward trend in the costs of landfilling waste. The Council could also face more pressure for development of new landfill sites in Wiltshire if the amount of waste being landfilled is not further reduced.
27. Further information on risk assessment is included in the report on Part II of the agenda.

Financial Implications

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

Legal Implications

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

Options Considered

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

Conclusion

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

Proposal

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

Mark Boden
Economic Development, Planning and Housing

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

None

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

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