

AGENDA

Meeting: Cabinet
Place: Council Chamber - Council Offices, Monkton Park, Chippenham, SN15 1ER
Date: Tuesday 15 November 2011
Time: 10.30 am

Membership:

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


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

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

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

Part I

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

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

1. **Apologies**

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

To confirm and sign the minutes of the Cabinet meeting held on 18 October 2011.

3. **Leader'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 Friday 11 November 2011. Anyone wishing to ask a question or make a statement should contact the officer named above.

6. **Business Plan Scorecard Report** (*Pages 13 - 28*)

Report of the Service Director Policy, Performance and Partnership is circulated.

7. **Wiltshire Online Project - Update and Award of Call-Off Contract** (*Pages 29 - 38*)



Report of the Corporate Director for Children & Education is circulated

8. **Local Development Framework - Timetable** (*Pages 39 - 70*)

Report of the Service Director, Economy and Enterprise is circulated

9. **The Future of the Young Peoples Support Service - YPSS** (*Pages 71 - 84*)



Report of the Corporate Director Children and Education is circulated

10. **Interim Report on Treasury Management Strategy 2011-12** (*Pages 85 - 100*)

Report of the Chief Finance Officer is circulated

11. **Urgent Items**

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

12. **Exclusion of the Press and Public**

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 13 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraphs 3 and 4 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

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

13. **Highways and Amenities Contracts** (*Pages 101 - 134*)



Report of the Corporate Director – Operations is circulated

The items on this agenda reflect the key goals of Wiltshire Council, namely 'Work together to support Wiltshire's Communities', 'Deliver high quality, low cost, customer focused services and 'Ensure local, open, honest decision making'

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CABINET

MINUTES of a MEETING held in COUNCIL CHAMBER - COUNCIL OFFICES,
BROWFORT, DEVIZES on Tuesday, 18 October 2011.

Cllr John Brady	Cabinet Member for Finance Performance and Risk
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-Philipe	Cabinet Member for Strategic Planning, Economic Development and Tourism
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Waste, Property and Development Control Services
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Housing
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Campus Development and Culture (including Leisure, Sport and Libraries)

Also in Attendance:	Cllr Peter Colmer
	Cllr Linda Conley
	Cllr Peggy Dow
	Cllr Richard Gamble
	Cllr Mike Hewitt
	Cllr Jon Hubbard
	Cllr David Jenkins
	Cllr Jerry Kunkler
	Cllr Howard Marshall
	Cllr Laura Mayes
	Cllr Jemima Milton
	Cllr Bill Moss
	Cllr Jeff Osborn
	Cllr Mark Packard
	Cllr Roy While

133. Apologies

Apologies were received from:

Cllr Sheila Parker, Portfolio Holder for Vulnerable Children who was attending a Foster Panel meeting and Cllr Alan Macrae, Portfolio Holder for Schools who was attending the official opening of Wellington School Academy on behalf of the Leader.

134. **Minutes of the previous meetings**

The minutes of the meetings held on 13 September and 6 October 2011 were presented.

Resolved:

To approve as correct records and sign the minutes of the meetings held on 13 September and 6 October 2011.

135. **Minutes - Capital Assets Committee**

The minutes of the meetings of the Cabinet Capital Assets Committee held on 14 June, 26 July and 14 September 2011 were presented.

Resolved:

To receive and note the minutes of the meetings of the Cabinet Capital Assets Committee held on 14 June, 26 July and 14 September 2011.

136. **Leader's announcements**

The Leader announced that she had attended the following functions on behalf of the Council:

(a) Enthronement of New Bishop of Salisbury

The Leader attended the enthronement of the Reverend Nicholas Holtam as Bishop of Salisbury at Salisbury Cathedral on 15 October 2011. She commented that it had been a wonderful service which she felt privileged to attend. The Leader added that Reverend Holtam would be an asset to the County and that the Council would continue to have close links with the Cathedral.

(b) Royal Wootton Bassett – Renaming Ceremony

The Leader attended the ceremony held on 16 October 2011 when Wootton Bassett was given the title of 'Royal' in recognition of its efforts to honour the UK's war dead.

The Leader thanked the people of Wootton Bassett for their handling of the event which she said was extremely moving. She paid tribute to the Town Council who she said had done a magnificent job in its organisation of such a major and nationally recognised event and the source of much pride for the County.

The Leader acknowledged and thanked Council officers particularly those in Highways, the Lord Lieutenancy and Communications for the invaluable contribution they played in assisting the Town Council with the event.

137. Declarations of Interest

There were no declarations of interest.

138. Public participation

The Leader reported receipt of the following written questions:

Mr John Bowley concerning Westbury Bypass to which Cllr Fleur de Rhe Philipe, Cabinet member for Strategic Planning, Economic Development and Tourism replied.

Mr Phil Matthews concerning the Government announcement to provide £250m to local authorities to provide weekly waste collections to which the Cabinet member for Waste, Property and Development Control Services, Cllr Toby Sturgis replied.

Mr Michael Sprules' two questions. One on suggesting directives to ensure accuracy of planning application submissions and one seeking assurances that submissions made during the consultation process on the Wiltshire Core Strategy would be taken into account. Cllr Sturgis responded to both.

Details of the full questions and responses can be accessed on the following link:

<http://cms.wiltshire.gov.uk/ieListDocuments.aspx?CId=141&MId=5651&Ver=4>

Members of the public addressed Cabinet on the items referred to in minute no.s 140 and 141 below as shown in the respective minutes.

139. Countywide Analysis of the Impact of Car Parking Charges

Public Participation

Mr Phil Matthews addressed Cabinet on this item.

The Leader explained that the report presented was a factual account with supporting evidence providing a Countywide analysis of the impact of car parking charges. This together with any other evidence submitted by city/town/parish councils and through the scrutiny process would be used to enable Council to consider the matter fully at its meeting on 8 November 2011.

Cllr Dick Tonge, Cabinet Member for Highways and Transport presented a report which examined the link between introduction of Wiltshire's new car parking strategy and charges with car parking usage in the context of the current economic climate.

It was noted that the evidence in the report included the following:

- National and local economic data
- Retail trends data

- Research and studies showing the relationship between parking and market towns
- Car park usage and income data
- Evidence from other authorities
- Other strategies and plans.

The report provided the following key conclusions:

- (i) The findings of wider research are that it is what a town or City has to offer is the primary factor affecting economic health and not parking charges.
- (ii) Parking ticket sales were already in decline before the introduction of the new parking charges in April 2011. Neighbouring local authorities are also reporting a decline in car park usage and/or an income shortfall.
- (iii) A large number of local authorities have either brought in increased parking charges or are considering such a move. A few have reduced their charges with limited and mixed results.
- (iv) National economic evidence shows that Britain is currently suffering from a period of slow growth, low consumer confidence and squeezed household disposable incomes. The rise of out-of-town shopping centres, large chain stores, supermarkets and the internet have also significantly impacted on the UK's high street.
- (v) There are signs that some of Wiltshire's towns are bucking the national trend.
- (vi) Parking charges provide essential Council income to support other services such as local buses and, as a demand management measure, can help the Council and its partners meet CO₂ and air quality targets.

Overall, it was considered that if parking charges were broadly appropriate, then the main factors affecting market towns were:

- wider economic factors (e.g. consumer confidence);
- societal trends (e.g. supermarket and internet shopping); and
- the actual offer a town makes.

The first of these factors was largely international in its origin and scope. The second was largely national. The third was local and was being addressed by the Council in the County's largest towns through the Vision programmes.

Cllr Tonge responded to questions and confirmed that he was seeking feedback from interested parties which together with feedback from the Environmental Select Committee's meeting on 1 November would be incorporated into a report to Council on 8 November 2011. Concern was expressed over the timescale available to provide feedback in time for consideration by the Select Committee and the timescale to in turn provide the views of the Select Committee to Council a week later due to the timing of the Select Committee.

It was noted that as previously offered by the Leader, assistance from the Council's Economic Development unit was available to towns that requested it. In this connection, Cllr John Noeken, Cabinet member for Resources explained

that Amesbury had taken up this offer of assistance which had proved extremely helpful.

Cllr Tonge put forward a number of proposals which were agreed by Cabinet as detailed in the resolutions below.

Resolved:

That Cabinet:

- (a) notes the findings of the countrywide analysis of the impact of the current car parking charges as presented in the report presented;**
- (b) implements an additional free hour on any parking ticket purchased on 19th, 20th, 21st, 22nd, 23rd and 24th of December 2011 using a token printed in the next Wiltshire magazine, the only exception would be on street parking in Salisbury;**
- (c) extends the £50 service permits to cover registered charities. To be used for loading/ unloading and peripatetic staff working with vulnerable people, but not for employees;**
- (d) makes changes to apply a single restriction to all off street parking areas that allows all day parking when a blue badge is displayed. Immediately restrict enforcement strictly to non displayed blue badge contraventions until all applicable off street parking orders are amended in due course to reflect the new restrictions and**

Reason for Decisions

At its meeting on 12 July 2011, Council requested a full report on the car parking charges on a Countywide basis be presented to the next meeting of Council on 8 November 2011.

140. Response to proposals from Salisbury City Council presented to Wiltshire Council 26 July 2011

Public Participation

Mr Reg Williams, Clerk to Salisbury Council and Mr Andrew Roberts, Salisbury City Council Councillor addressed Cabinet on this item and urged Cabinet support of the City Council's proposals.

Cllr Dick Tonge, Cabinet Member for Highways and Transport presented a report which asked Cabinet to consider its formal response to the five proposals submitted by Salisbury City Council to this Council on 26 July 2011 (with the exception of on and off street car parking prices which would be part of the full review of car parking charges by Council on 8 November 2011) details of which were presented.

Cllr Tonge guided members through the report and responded to questions raised. He went through the 5 proposals in turn recommending a course of action agreed by Cabinet as detailed in the resolution below.

Resolved:

That Cabinet agrees the proposed responses to the proposals from Salisbury City Council as follows:

Proposal 1 – Re-introduction of a one hour charge.

None, as this has been by Cabinet at its special meeting held on 19 August 2011 where it was resolved to reintroduce the one hour charge.

Proposal 2 – One hour charge

To note that this would be considered by Council at its meeting on 8 November 2011.

Proposal 3 – Covenant on Lush House and Southampton Road Car Parks

That given the re-introduction of the one hour charge if the City Council wished to continue a discussion on this matter, Wiltshire Council officers would meet with the City Council and put any recommendations to the Cabinet for approval. That the Solicitor to the Council be requested to consider the legal issues raised during the meeting by representatives of Salisbury City Council.

Proposal 4 – Park and Ride Extended Hours

That no changes are made to Park and Ride opening times unless the City Council can provide evidence that the additional usage would cover the additional costs or alternatively this could be funded locally.

Proposal 5 – Sunday and Bank Holiday Charges

To note that this would be considered by Council at its meeting on 8 November 2011.

Reason for Decision

To respond formally to proposals presented to the Council by Salisbury City Council with the exception of on and off street car parking prices which would be part of the full review by Council on 8 November 2011.

141. **Response to proposals from Salisbury City Centre Management, the Federation of Small Businesses and Salisbury and District Chamber of Commerce and Industry presented to Wiltshire Council 26 July 2011**

Public Participation

Mr Ian Newman, Chairman of Salisbury City Centre Management Committee addressed Cabinet on this matter highlighting the difficulties being faced by retailers in the current economic climate. He also sought this Council's assistance and co-operation in promoting Salisbury particularly its retail and tourism sectors.

The Leader agreed that both Councils should pool together available resources to promote the City and the many things it had to offer.

Cllr Dick Tonge, Cabinet Member for Highways and Transport presented a report which asked Cabinet to consider its formal response to nine proposals submitted by the Salisbury City Centre Management, the Federation of Small Businesses and Salisbury and District Chamber of Commerce and Industry.

Cllr Tonge explained that this Council had received 3 letters from the aforementioned organisations, dated 24 May, 11 July and 26 September 2011, details of which were presented. Cllr Tonge guided members through the second set of proposals dated 11 July with the exception of on and off-street car parking prices which would be considered as part of a full review by Council on 8 November 2011. He also guided members through the subsequent proposals dated 26 September and explained how these compared with the earlier July proposals. Cllr Tonge responded to questions and sought Cabinet's approval of formal responses to these proposals as detailed in the resolutions below.

Resolved:

That Cabinet agree responses to the proposals from Salisbury City Centre Management (SCCM), the Federation of Small Businesses (FSB) and Salisbury and District Chamber of Commerce and Industry (Chamber) as follows: -

In response to Proposals dated 11 July 2011

Proposal 1b – Brown Street Car Park

To retain current hours at Brown Street Car Park unchanged.

Proposal 4 – Changes to Park and Ride

That no changes are made to Park and Ride opening times unless SCCM, the FSB and the Chamber can provide evidence that the additional usage would cover the additional costs or alternatively this could be funded locally, that no changes are made to charges and that no concessions are made for a trial period due to the conditions of the Transport Act.

Proposal 5 – Christmas and New Year Parking

That officers enter into a discussion with SCCM, the FSB, the Chamber and SCC on Christmas and New Year concessions provided that any concessions are cost neutral.

Proposal 6 – Pay on Exit

That pay on exit is not implemented due to the cost implications but that the option is evaluated as part of the Salisbury Vision developments and that MiPermit mobile permit system is marketed.

Proposal 7a – Future Parking Charges and Arrangements

That Wiltshire Council meet with SCCM, the FSB, the Chamber SCC to discuss any future changes to car parking charges or arrangements; at an early stage i.e. before any changes are made.

Proposal 7b – Car Parking Prices in Relation to Bournemouth and Southampton

That there should be no presumption that the cost of parking in Salisbury should be less than Bournemouth and Southampton.

Proposal 8 – Promotion of Salisbury

That interested parties to discuss promotion of Salisbury with the Area Board and Visit Wiltshire.

Proposal 9 – Wiltshire Council Staff Parking

That the current arrangements for staff parking in Salt Lane continues as at present and that parking staff would monitor usage every six months to ensure that there is sufficient space for members of the public.

In response to Proposals dated 26 September 2011

Proposal 1 – Wiltshire Car Parking Strategy – amendment to Policy PS3

That no change be made to Policy PS3.

Proposal 2 – Parking Charges Monday to Saturday (off-street)

Noted that this was an amalgamation of Proposals 1 and 2 in the proposals dated 11 July 2011, this would be considered by Council on 8 November 2011.

Proposal 3 – Parking Charges on Sundays and Bank Holidays (off-street)

This would be considered by Council on 8 November 2011.

Proposal 4 – Park and Ride

As per the decision above on Proposal 4 dated 11 July 2011.

Proposal 5 – Christmas and New Year Parking

As per the decision above on Proposal 5 dated 11 July 2011.

Proposal 6 – Pay on Exit

As per the decision above on Proposal 6 dated 11 July 2011.

Proposal 7 – Future Parking Charges and Arrangements

As per the decision above on Proposal 7 dated 11 July 2011.

Proposal 8 – Promotion of Salisbury

As per the decision above on Proposal 8 dated 11 July 2011.

Proposal 9 – Wiltshire Council Staff Parking

As per the decision above on Proposal 9 dated 11 July 2011.

Reason for Decisions

To respond formally to proposals presented to the Council by Salisbury City Centre Management, the Federation of Small Businesses and the Salisbury and District Chamber of Commerce and Industry with the exception of on and off-street car parking prices which would be part of the full review by Council on 8 November 2011.

142. **Provision of Internal Audit**

Cllr John Brady, Cabinet Member for Finance, Performance and Risk presented a report which updated Cabinet since its 24 May 2011 decision to pursue a negotiated transfer of the Council's Internal Audit function to the South West Audit Partnership (SWAP). Cllr Brady explained that meetings including one to ones had been held with affected staff. A further meeting would be held with the unions later that day to resolve any outstanding issues raised by staff.

It was noted that the Audit Committee in considering a report at its meeting on 28 September 2011 had resolved as follows:

- i. SWAP to continue with due diligence of Wiltshire staffs' terms and processes noting Audit Committees comments.
- ii. Council officers to finalise the legal and TUPE documentation.

Cllr Roy While, Chairman of the Audit Committee explained that the Audit Committee had taken time to consider this matter thoroughly which ensured that all those present had had an opportunity to present their views.

Cllr Jon Hubbard expressed reservation over outsourcing such an important function given the size of the authority and its budget.

Resolved:

That Cabinet delegates authority to the Service Director of Finance following consultation with the Service Director, Law and Governance and the Cabinet Member for Finance, Performance and Risk to conclude the transfer of the provision of the Internal Audit function to the South West Audit Partnership once all issues are resolved in accordance with the Council's policy.

Reason for Decision:

This report is to update Cabinet on progress since its May meeting to pursue a negotiated transfer of the Council's Internal Audit function to the South West Audit Partnership (SWAP). Since the May meeting of Cabinet the Council's Constitution has changed to allow TUPE of less than 50 staff to be delegated to the appropriate Cabinet Member. Despite this Cabinet have expressed, in a spirit of openness and transparency, a desire for an update to consider Audit Committee comments prior to any decision.

143. **Budget Monitoring Period 5 August 2011**

Cllr John Brady, Cabinet Member for Finance, Performance and Risk presented a report which advised Cabinet of the revenue budget monitoring position as at the end of Period 5 (August 2011) for the financial year 2011/12. The report highlighted any significant changes since the report to the last ordinary meeting on 13 September 2011.

The previous monitoring report had identified significant potential cost pressures totalling £3.084 million. This had reduced by £0.225 million in the current period giving a revised potential cost pressure of £2.859 million.

Cllr Brady pointed out that any proposals to reduce car parking charges as part of the review to be considered by Council on 8 November 2011 should only be made alongside parallel proposals on how such a move would be funded to avoid a reduction in income.

It was noted that the report presented was in a different format from previous monitoring reports this year. The new format focussed on the gross and net position by service and included comprehensive appendices showing the individual budget headings. Responding to a point made by Cllr Jeff Osborn, Chairman of the Organisation and Resources Select Committee, Cllr Brady confirmed that in future both formats would be presented to include the at a glance 'traffic light' presentation. It was noted that future reports would be presented on a bi-monthly basis.

Cllr Jeff Osborn in particular and other members asked a number of questions to which Cllr Brady and other members of Cabinet responded.

Resolved:

That Cabinet:

- (a) notes the outcome of the period 5 (August) budget monitoring and the updates received since the previous report in September 2011 and**
- (b) approves the re-phasing of expenditure on Carbon reduction and the release of £0.500 million from the General Fund to the Transformation Budget.**

Reason for Decision

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

144. Recommendations on the Capital Programme

Cllr John Brady, Cabinet Member for Finance, Performance and Risk presented a report which sought Cabinet's agreement of changes to the capital programme as recommended by the Cabinet Capital Assets Committee for onward recommendation to Council as changes to the previously agreed programme.

For completeness, the report also referred to Cabinet's decision dated 13 September 2011 to recommend to Council the provision of up to £0.375 million of capital funding for the Wiltshire Incubation Environment Network.

A summary of each of the capital projects was presented.

Recommended to Council:

That the following changes to the capital programme be recommended to Council:

- (a) approval of an additional £8.295m to the Transformation Programme;**
- (b) Cabinet Capital Assets Committee's decision to redevelop Middlefields/Hungerdown lane site for a new care home and extra care housing: The capital receipt that was factored into the capital programme be recouped from the sale of a section of the Middlefields/Hungerdown site, Seymour House, Chippenham and the sale of the Paddocks, Trowbridge and Coombe End Court, Marlborough sites as agreed by CCAC at its meeting on 14 September 2011 and**
- (c) approve the provision of up to £0.375 million of capital funding in respect of the Wiltshire Incubation Environment Network (as previously agreed by Cabinet).**

Reason for Decision:

To seek Council approval for changes to the capital programme in accordance with the Constitution.

145. Urgent Items

There were no urgent items.

146. 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 business specified in Minutes Number 147 below as 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 outweighs the public interest in disclosing the information to the public.

147. Recommendations on the Capital Programme

Cllr John Brady, Cabinet Member for Finance, Performance and Risk presented a report which provided a summary of costs relating to the Older People Accommodation Development Strategy which contained exempt information.

Resolved:

That the report be received and noted.

(Duration of meeting: 10.30am – 1.15 pm)

These decisions were published on the 21 October 2011 and will come into force on 31 October 2011.

The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail yamina.rhouati@wiltshire.gov.uk
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Wiltshire Council

Cabinet

15 November 2011

Subject: Business Plan Scorecard Report

Cabinet Member: Councillor John Brady - Finance, Performance and Risk

Key Decision: No

Purpose of Report

1. This is a report to provide a summary of progress against Wiltshire Council's Business Plan. It provides:
 - Performance indicators for Community Results and Council Performance for the period April to September 2011.
 - The status of the Council's main programmes.
 - The Workforce Report from Human Resources

Background

2. Wiltshire Council's four year Business Plan sets out what will be achieved between now and 2015. It highlights the business model for the next five to 10 years. The changes from where we are now are phased so that the first four years sets the foundation to make the council as efficient as possible and equipped for the future. Progress reports are intended to give a rounded picture, covering performance against targets, progress on major programmes and information about the Council's workforce.
3. The performance indicators show results available at September 2011. Some results are not yet available (eg because these become known at the end of the calendar or financial year), and a full list of the indicators to be added later in the year was included in the report to June (see September's Cabinet papers). That list has not been repeated here but is available if required.
4. The status of the Council's main programmes is provided by the Programme Office and shows whether each programme is on track.
5. The Workforce report provides information about the Council's employees, and is also reported to the Staffing Policy Committee.

Main Considerations for the Council

6. Progress against the Business Plan is summarised below.
7. **Community and Council Scorecards** – Most indicators are expected to hit their targets by year end. Two indicators are flagged as 'red': 5001 customer telephone call connection rates and 6001 Alcohol related

hospital admissions. Information about action being taken on these is provided as part of the scorecard – please see **Annex 1**.

8. **Council's Programmes** – Most of the programmes are progressing as expected. Additional information is provided on Procurement.

Environmental Impact of the Proposal

9. This is a scorecard so the proposal has no direct environmental impact, although there are measures on Recycling, Waste Management and Energy Efficiency.

Equalities Impact of the Proposal

10. As this is a progress report the proposal has no direct impact on equalities.

Risk Assessment

11. The Council's risk management arrangements apply across the Council's services and risk is overseen by the Corporate Risk Management Group (CRMG), which reports on significant risks to CLT and to the Audit Committee. No risks arise as a result of this report, but it does highlight any difficulties relating to achieving targets and delivering the Council's main programmes.

Financial Implications

12. This is a scorecard report so has no direct financial implications.

Legal Implications

13. As this is a scorecard report there are no direct legal implications.

Options Considered

14. As this is a scorecard report there are no 'options to consider'.

Proposal

15. Cabinet is asked to note progress against the Business Plan.

Sharon Britton

Service Director Policy, Performance and Partnership

Report Author: Claire Small, Policy and Partnership Officer
claire.small@wiltshire.gov.uk

Date of report: 25 October 2011

Background Papers

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

Appendices

Annex 1: Business Plan Scorecards
Annex 2: Programme Status
Annex 3: Workforce Report

Business Plan Scorecard Results to September 2011

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- Community Results Scorecard
- Council Performance Scorecard

Scorecard Key:

H = High (good performance if actual is higher than target); L = Low (good performance if actual is lower than target)

3 yr trend: I = Improving; W = Worsening

On target (by end of year): Y = Yes; N = No; A = Amber (some concern)

Community Results Scorecard to September 2011

RESULTS TO SEPTEMBER												
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2011/12 Target to September	2011/12 Actual to September	On target?	2014/15 target	Lead officer
	Protect and Safeguard Vulnerable Children											
2001	5% increase in children in care receiving high quality local placements: use of in-house foster carers (proportion nights)	H	56.3	60.9	62.8	I	67.4	Not yet profiled	61.5	Y	68	Sharon Davies
	Invest in: Children's Attainment											
2003	5% more 11 year olds will get Key Stage 2 L4+ by 2015 (Maths and English)	H	73	71	75	I	75.2	75.2	75	Y	79.2	Stephanie Denovan
2004	5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)	H	53.2	55.4	55.8	I	56.6	56.6	60	Y	60.6	Stephanie Denovan
	Protect and Safeguard Vulnerable adults											
3001	14% increase in the number of older people receiving our services - advice and services for the rising number of older people	H			8,720	-	9,069	Not yet profiled	6,209	Y	2014 + 2.6%	James Cawley
	Invest in: Housing											
3004	1,800 new affordable homes by Mar 2015 (ave 450 pa)	H	583	554	648	I	450	300	364	Y	450	Graham Hogg
	Economy and Unemployment											
4001	Help create 6,000 additional jobs by Mar 2015	H			455	-	1,500	750	561	Y	1,000	Alistair Cunningham
4002	Help safeguard 8,000 existing jobs by Mar 2015	H			370	-	2,000	1,000	2,707	Y	1,500	Alistair Cunningham
	Invest in: Waste Management											
4004	Recycle 50% of our waste by Mar 2015	H	40.5%	40.5%	41.4%	I	41.50%	41.50%	44.30%	Y	50%	Tracy Carter
4005	Reduce waste being landfilled to 25% by Mar 2015	L	56.0%	47.2%	37.5%	I	37%	37%	37%	Y	25%	Tracy Carter
	Invest in: Energy Efficiency											
4006	Lower our carbon emissions by Mar 2015 by 11,823 tCO2	H		61,500 baseline	742 reduction	-	no annual targets		236 reduction	A	11, 823 tCO2 reduction	Alistair Cunningham

Comments on Community Results Scorecard

Result with some concern (Amber)

Ref 4006 - Lower our carbon emissions by Mar 2015 by 11,823 tCO2

Target: no annual target, Actual: 236 reduction

Reason for concern and what we are doing:

This is shown as Amber because we are currently working on plans to deliver this target and will provide a further update once these are clarified.

Interesting information relating to Economy and Employment

Ref 4001: Help create 6,000 additional jobs by Mar 2015

The main contributor to this was the 300 jobs at Westbury with the decision by Welton Bibby & Baron (a bag manufacturer) to move their operations to this location. The Investment Service, Wiltshire Work Grant Placements and Castledown Business Centre are the other main contributors. We are currently working with 6 companies with a view to securing a further 1000 jobs by the end of the year.

Ref 4002: Help safeguard 8,000 existing jobs by Mar 2015

With the announcement that the Defence Training College will be located at RAF Lyneham, 2500 MOD jobs have been maintained in Wiltshire. The balance of the result is from local businesses with a further 250 expected.

Council Performance Scorecard to September 2011

RESULTS TO SEPTEMBER												
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2011/12 Target to September	2011/12 Actual to September	On target?	2014/15 target	Lead officer
Protect and Safeguard Vulnerable Children												
2006	Care leavers in suitable accommodation	H	81.8%	76.5%	97.1%	I	95%	95%	95%	Y	95%	Sharon Davies
2007	Care leavers in suitable education, jobs or training	H	54.4%	41.2%	65.7%	I	68%	Not yet profiled	47%	Y	72%	Sharon Davies
2008	Timely adoptions	H	65.2%	92.9%	100%	I	90%	Not yet profiled	67% (10 adoptions)	Y	90%	Sharon Davies
2009	Safeguarding: initial assessments done in 10 days	H		65.1%	63.6%	-	70%	Not yet profiled	89%	Y	80%	Sharon Davies
2010	Safeguarding: child protection plan reviewed on time	H	100%	97.9%	100%	-	100%	100%	100%	Y	100%	Sharon Davies
Invest in: Our Communities												
3007	Number of volunteers in the library service	H	new	new	new	-	325	325	666	Y	325	Niki Lewis
3008	Satisfaction with area boards	H	n/a	n/a	45%	-	No target set	-	51.70%	-		Niki Lewis
Economy and Unemployment												
4009	Number of businesses assisted	H				-	625		539	Y	625	Alistair Cunningham
4010	Number of people helped with skills (T) or placed into work (W)	H	133 (T)	669 (T)	1,046 (T) 435 (W)	I	Awaiting govt. funding decision		212 (T) 48 (W)	-		Alistair Cunningham
Invest in: Leisure Services												
4012	The number of visits to our leisure centres (000)	H	3,315	3,431	3,364	I	3,040	1,520	1,572	Y	3,040	Mark Smith
Other												
1004	The percentage of budgeted savings achieved	H				-	100%	-	89%	Y	100%	Michael Hudson
5001	Customer telephone call connection rates of 95%+	H			92.6%	-	95%+	95%+	87.6%	N	95%+	Jacqui White
Public Health measures												
6001	Hospital admissions - alcohol related (/100,000)	L	1,338	1,390	1,621	W	1,400		1,619	N		Maggie Rae

Comments on Council Performance Scorecard

Results that are not on target (No)

Ref 5001 – Customer telephone call connection rates of 95%

Target: 95%, Actual: 87.6%

Reason not on target and what we are doing:

Call connection rates were below target due to a reduction in staffing levels and small peaks in demand causing pockets of time when the reduced staffing levels were unable to meet demand. Some resource has been put back in from September to drive improvements. We are also working on reducing demand to help increase call connection rates. Figures are currently based on customer services connection rates and this will be extended to other services in future (when data becomes available) to give a fuller picture.

Ref 6001 - Hospital admissions - alcohol related (/100,000)

Target: 1400, Actual: 1619

Reason not on target and what we are doing:

Both nationally and locally, alcohol related admissions (which are measured using modelled data applied to actual patient numbers) are rising year on year. Wiltshire has an alcohol strategy currently in its 3rd year which contains a wide range of actions, all of which it is hoped will contribute to changing attitudes to alcohol, preventing some alcohol problems from occurring and ensuring early intervention and treatment is available to those who need it. This includes actions around education, prevention, awareness raising, support and treatment, and managing the night time economy. The Department of Health has identified high impact changes and resources to fund the following:






- Increase delivery of brief interventions in the community
- Strengthen community specialist services and referral
- Acute trust based alcohol liaison


































































Interesting information relating to Our Communities

Ref 3007: Volunteers in library service, 666 figure is total of the following:




- 360 Home Library; Computer Buddy & Rhymetime volunteers; Summer Reading Challenge Volunteers
- 306 Community Library Volunteers

Annex 2: Cabinet / CLT Programme Status

Key	
	Red – major issue for escalation
	Amber – major issue, mitigation plan in place
	Green – on time, to quality and budget
	Blue - Project complete
	White - Project not started

Programme	On Time	On Quality/ Performance	On Budget	Resource in place	Overall Status
Economy & Employment (Investment - Action for Wiltshire)					
Local Development Framework (LDF) (Investment)					
Wiltshire Online (Super-fast broadband) (Investment)					
Campus (Transformation)					
Hubs and Depots (Transformation)					
Information Services (Transformation)					
Knowledge Management (Transformation)					
Localism (Transformation)					
Procurement (Transformation)					
Strategic Partner and Employee Engagement (Transformation)					
SAP Development (Transformation)					
Service Reviews and Systems Thinking (Transformation)					
Waste Transformation (Transformation)					

Summary of red issues

	Programme	Project	Issue
	Procurement	AOWA (Adults of Working Age)	<p>There is a delay due to a change in scope for this particular procurement: Wiltshire Council is seeking to ensure that Customers with a disability are provided with the most suitable forms of accommodation and services which support both improved outcomes for the individual as well as representing best value to the Council. Initially focusing on Residential Care only, this programme has been broadened-out to ensure that it captures all existing and potential accommodation and service options for our Customers (e.g. tenancy arrangements under supported living schemes). In developing this programme it is recognised that, whilst there are similarities in provision, Customers with mental health issues require distinct consideration as to service and accommodation type. Therefore, it is proposed that this work is undertaken via a separate programme.</p> <p>Owner: J Cawley</p>
	Procurement	Phase 1a Minor Procurements	<p>Detailed work across a range of areas have not yielded savings due to various reasons including reductions in spend, limited market capacity and benchmarking demonstrating that already achieving best value for money.</p> <p>Owner: M Hudson</p>
	Local Development Framework	Strategic Housing Market Assessment	<p>Scheduled to be completed in September 2011 but external consultants folded just prior to completion of project. Documentation has been received from the consultants and now looking to commission the final stages of the project for expected completion in December 2011.</p> <p>Owner: A Cunningham</p>

Dr Carlton Brand
Corporate Director, Transformation & Resources

Annex 3: Workforce Report

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

Delivering the Business Plan - Quarter ending September 2011

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated)
- Wiltshire Council figures exclude Fire, Police and Schools
 - **Headcount** = Number of positions that are filled not individual people
 - **FTE** = “Full Time Equivalents” which take into account actual working hours to show accurate staffing levels
- Information is based on the structures in place post the senior management restructure to ensure consistency throughout the year e.g. DTR and DNP have been reflected.
- “**Annualised**” means we take the measured amount divide it by the months it covers and multiply it by 12 to give an estimate of the rate that would be seen throughout the year.
- “**YTD**” means year to date i.e. all reportable information since April 2011 has been included.
- The **Voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only Voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire’s best interest. Overall turnover rates will be higher and can be analysed upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2930. Based on last year’s turnover rate (11.7%) we could estimate that 617 employee’s will leave Wiltshire Council during 2011-12 resulting in costs of **£1,807,810**.
- **% <1 year turnover rate:** The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.
- **Redundancy figures** relate to all redundancies made not just those as part of major service reviews.

If you have any queries on these reports or requests for further information, please contact Paul Rouemaine, HR Information Manager, on 01225 756159 or Paul.Rouemaine@Wiltshire.gov.uk

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

WILTSHIRE COUNCIL (excl. schools) Quarter ended: **September 2011**

Management Information Team Observations:

- During this quarter, Wiltshire Council's (WC) headcount reduced by 178 (3.4%) to 5092, and the FTE by 68 (1.7%) to 4049.
- The number of employees per manager has increased to eight employees for every manager across WC. The Department of Neighbourhood and Planning (DNP) now has the greatest manager to employee ratio of 1:9; this was 1:7 for the previous quarter. The Department of Children and Education (DCE) and The Department of Transformation and Resources (DTR) increased their ratios by two employees for every manager since the last quarter.
- The FTE of managers has decreased this quarter to 613 (-53). These reductions have taken place equally across all departments as part of the savings required within the business plan.
- An expected seasonal increase in sickness rates took place, 8.3 days per FTE (+0.4 days), this quarter. This is consistent with the increase observed for the same time last year (from 8.0 days to 8.4 days). Sickness rates remain below the lower quartile benchmark figure of 8.7 days.
- The lowest levels of sickness, were once again, observed within DTR with only 5.9 days lost per FTE.
- Stress/Depression/Mental Health/Fatigue reasons continue to account for the highest recorded days lost (18.9%).
- The annualised voluntary turnover rate increased slightly this quarter to 9.9%. The highest levels of voluntary turnover were observed in DCE at 13.2% (+1.6%) with 33% of these employees resigning for other employment not with a local authority. The lowest levels of voluntary redundancy were maintained in the Chief Executive Department (CHEX) at 2.1% (-1.1%).
- The number of health and safety incidents per 1000 employees remain below the local authorities' median of 5.9.
- Disciplinary and grievance cases have both decreased this quarter to 4.7 (-0.6) and 2.4 (-2.9) cases per 1000 employees respectively.
- This quarter, the ratio of starters to leavers for WC is 1:1.9. CHEX showed the greatest ratio of one starter to every 14.6 FTE leavers; this was mostly due to the Finance service which saw 17 FTE leavers (7.4 FTE of these due to voluntary redundancy) and no new starters for this period. DNP continued to see the lowest ratio of 1:0.9 due to having 52 FTE starters this quarter, 45 of these in Amenities/Leisure in the Neighbourhood Services section of DNP. This forms part of the restructure within DNP where workers are being transferred to WC contracts post harmonised terms and conditions, job roles and equal pay levels being agreed.
- The cost of sick pay (ytd) is £1,073,539, which equates to £2,147,079 when annualised. Due to Wiltshire Council having lower sickness rates this annualised cost is now £250,908 below the cost that would be expected for an organisation of this size (based upon the median sickness rate seen across local government).
- WC made another saving of £194,098.68 from the organisational pay bill due to employees reducing their hours within this period.

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This page gives you information relating to important employee measures:

The number of positions that are filled by contracted staff

Staffing levels		
Measure	WC	Change since last period
Relating to Quarter (unless stated)		
Headcount (as at end of period)	5092	-178 (-3.8%)
FTE (as at end of period)	4049	-68 (-1.7%)
FTE change due to TUPE transfers in vs. out	3.7	8.6
FTE change due to employee hour changes	-12.61	-6.79
Ratio of starters to leavers (FTE)	1:1.9	1:4.3

Part of the FTE/HC change above may be explained by these measures

“Full Time Equivalents” which take into account actual working hours to show accurate staffing levels

How many leavers we have had for every one starter

The % of leavers who completed an exit interview

Workforce Information		
Measure	WC	Last period
Ratio of managers to employees	1:8	1:7
% Exit questionnaires completed (YTD)	17%	10%
% of total vacancies filled by internal appointment - year to date	53%	73%
% management posts filled by internal appointment - year to date	88%	100%
FTE of managers	612	665
Number of redundancies made during quarter	74	98

The % of posts filled by an internal candidate

The FTE of people management posts

The percentage of absences that last for over 20 days (deemed to be long term)

Sickness Absence		
Measure	WC	Last period
Working days lost per FTE (ytd annualised)	8.3 days	7.9 days
% of total absences over 20 days (ytd)	48.1%	46.0%

The number of RIDDOR incidents that have occurred. <http://www.hse.gov.uk/riddor/riddor.htm>.

Health and Safety		
Measure	WC	Last period
No. of workplace incidents/injuries reported per 1000 employees (ytd annualised)	2.7	3.8

Disciplinary and Grievance Cases		
Measure	WC	Last period
New disciplinary cases per 1000 employees (annualised)	4.7	5.3
New grievance cases per 1000 employees (annualised)	2.4	5.3

The number of individuals that left voluntarily before completing one year service as a percentage of the employees in post with less than one year's service.

Voluntary Staff Turnover		
Measure	WC	Last period
% staff turnover (ytd annualised)	9.9%	8.4%
% <1 year turnover rate (ytd annualised)	30.5%	23.0%
Average leavers' length of service	9.3 years	10.9 years

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This section gives you information relating to your workforce costs:

Employees paid over £50,000 basic salary		
Measure	WC	Last period
% of headcount (above) paid over £50,000 annual salary	2.10%	2.07%
% of headcount (above) paid over £100,000 annual salary	0.10%	0.09%
% of headcount (above) paid over £150,000 annual salary	0.02%	0.02%

Why this is important: Regulation 4 of the accounts and Audit (amendment no.2) introduces a new legal requirement to increase transparency and accountability in local government. We now need to disclose the names and data for individuals earning over £50,000 and therefore we should be looking to keep these figures as low as possible.

Additional financial information		
Measure (If the figure is a negative a saving has been achieved)	WC	Last period
Cost of sick pay (ytd)	£1,073,539.93	£538,184.81
Cost/saving of employee hour changes (during period)	-£194,098.68	-£244,979.52

The cost or saving made by employee's changing the hours they work

Why this is important: Sick pay amounted to £2,900,000 across Wiltshire Council during the 2010-11 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

BENCHMARK DATA

Benchmark figures are supplied by DLA Piper Benchmarker. The Local Authority benchmarks represent combined data from 54 subscriber Local Authorities. The Private Sector benchmarks represent data from approximately 250 private sector organisations classified as “large” (over 1000 employees), consisting of a mix of Financial, Professional and Support Services; Manufacturing, Engineering and Processing; and Retail and Leisure.

Sickness Absence			
Measure	Local Authorities Median	Local Authorities lower Quartile	Private Sector Median
Working days lost per FTE	9.9	8.7 (lower q.)	5.7
Average length of absence (FTE days)	5.8	4.9	3.5
% of absences over 20 days	55%	42%	40.5%

Health and Safety			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of workplace incidents/injuries reported per 1000 employees	5.9	2.8	8.0

Voluntary Turnover			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
% staff turnover	7.0%	5.6%	10.5%
% staff turnover of leavers within first year's service	n/a	n/a	n/a

Disciplinary and Grievance Cases			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of disciplinary cases per 1000 employees	9.2	5.0	44.8
No. of grievance cases per 1000 employees	3.8	2.8	6.4

Wiltshire Council

Cabinet
15 November 2011

Subject: **Wiltshire Online Project – Update and Award of Call-Off Contract**

Cabinet Member: **Councillor John Thomson, Deputy Leader - Adult Care, Communities and Housing**

Key Decision: **Yes**

Executive Summary

To note the progress towards implementing a procurement solution to deliver the 'Wiltshire Online Project' and to seek Cabinet approval to delegate the award of a local call-off contract using the nationally approved Framework of Suppliers to the Corporate Director of Children's Services following consultation with the Cabinet Member for Adult Care, Communities and Housing, the Cabinet Member Resources, Solicitor to the Council and the Chief Finance Officer.

Proposals

That Cabinet:

- i) Note the progress made towards delivering the 'Wiltshire Online Project'.
- ii) Note the use of the National Framework Contract currently being developed by Broadband Delivery UK and the subsequent local 'Call Off' contract leading to the appointment of an approved supplier.
- iii) Delegates the award of the Call-Off Contract to the Corporate Director Children's Services, following consultation with the Cabinet Member for Adult Care, Communities and Housing, the Cabinet Member Resources, the Solicitor to the Council and the Chief Finance Officer.
- iv) Authorise the relevant Officer to issue certificates under the Local Government (Contracts) Act 1997 in relation to the Call-Off Contract if required by the supplier.
- v) To authorise the Solicitor to the Council to execute under Council Seal all contract documentation in relation to the Wiltshire Online Project.

Reason for Proposals

Stimulating investment into the Wiltshire Broadband infrastructure is a corporate priority. The Council approved vision is for Wiltshire to be a digitally inclusive County, supporting infrastructure projects, access to online services and the ability of citizens and businesses to be confident users and maximise the benefits which being online can bring.

To achieve this vision it is necessary to invest in the major infrastructure delivering broadband services and the actions in the proposal will ensure that formal arrangements with a preferred supplier can be concluded to ensure the delivery of the project to the corporate target of 2015.

Carolyn Godfrey
Corporate Director
Department for Children & Education

Wiltshire Council

Cabinet
15 November 2011

Subject: Wiltshire Online Project – Update and Award of a Call-Off Contract

Cabinet Member: Councillor John Thomson, Deputy Leader - Adult Care, Communities and Housing

Key Decision: Yes

1. Purpose of Report

1.1 To provide Cabinet with an update on progress to deliver the Wiltshire Online Project and to seek approval from Cabinet for the Corporate Director Children's Services, following consultation with the Cabinet Member for Adult Care, Communities and Housing, the Cabinet Member Resources, the Solicitor to the Council and the Chief Finance Officer to conclude all discussions on and agree all project documentation and enter into a contract and associated agreement on behalf of the Council following a Local Call-Off process using suppliers on the National Framework Contract.

2. Background

2.1 The Wiltshire Online Project aims to bring superfast broadband to homes and businesses across the County. At present, not all parts of Wiltshire have access to broadband and those that do may experience slow speeds and poor service. This means that residents and businesses in the County struggle to make full use of the internet and online services. Poor broadband services are seen as a major obstacle to sustained economic growth and investment in the County.

2.2 To support the project, at its meeting in February 2011 Council approved £16 million investment to improve access to digital services. Added to this the Government has agreed to allocate Wiltshire a grant of £4.7 million and we will be looking to industry to invest in the project making a total of at least £30 million to provide access to superfast broadband services throughout the County. The main aims of the project are:

- To improve access to broadband for citizens and businesses by providing access to broadband services of minimum of 2Mbps, with 85% of premises having access to superfast broadband.
- Encourage Wiltshire citizens to use Wiltshire services online
- To get everyone in Wiltshire feeling confident in using the internet and technology.

2.3 The programme is strongly linked to a number of key partnerships and Wiltshire Council plans and plays a strategic role in supporting many expected outcomes including:-

- Wiltshire Community Plan 2011-2026
- Wiltshire Council Business Plan 2011-2015
- Wiltshire Core Strategy

- Wiltshire Economic Strategy
- Wiltshire Local Enterprise Partnership
- Climate Change Strategy
- Wiltshire Transportation Plan

- 2.4 Wiltshire's project also meets the government priority objectives of stimulating investment in the UK's broadband infrastructure. The Government initiated a Broadband Delivery Programme covering the delivery of the Government's investment and policy approach to bring forward network infrastructure upgrades and to improve the accessibility of services in locations where there is a weak commercial investment case. Broadband Delivery UK (BDUK) has been created within the Department for Culture, Media and Sport (DCMS) to be the delivery vehicle for the government's policies relating to stimulating private sector investment using government funding.
- 2.5 As part of the development of the National Project, BDUK has undertaken detailed discussions with Local Authorities on their plans for delivering broadband in each area. BDUK identified a high level of commonality between many projects in terms of individual requirements and procurement processes. As a result of this work, BDUK has developed a framework agreement that individually, most local bodies would benefit from calling off rather than running their own procurements and in aggregate would maximise the marketplace's capacity to deliver the Government's wider broadband delivery objectives.

3. Considerations for the Council

Procurement Project

- 3.1 After consideration of all possible procurement options for the service, the Council's Wiltshire On-line Programme Board at its meeting in June 2011 decided that the National Framework being developed by BDUK offered significant advantages including process and cost savings compared to carrying out an individual procurement exercise. As a result of this decision the Council is part of the National Framework Delivery Board and benefits from being one of three pilot schemes being used as initial 'call offs' from the Framework Contract. Working with BDUK also means the Council benefits from an umbrella 'State Aid' application to the European Commission covering the use of Public Funds in the project funding arrangements mitigating one of our major project risks.
- 3.2 The framework approach has significant benefits for bidders, and the approach will help the market reduce bidding resources and costs without compromising proposals. The framework will also allow suppliers and Authorities later in the process than Wiltshire to have a better view of the project pipeline and anticipate potential project problems and bottlenecks.
- 3.3 Once complete, the framework will allow the Council, to optimise the solution to meet our local needs through a mini competition and call-off the complete solution necessary to deliver Wiltshire's aims and objectives. The BDUK framework will act as a 'short cut' and will standardise much of the procurement process.
- 3.4 The Council will initiate the mini-competition by announcing our requirement to all suppliers on the framework. This shortlist of suppliers will have already demonstrated they have the appropriate capability and the capacity and can deploy credible solutions in order to be awarded a place on the national framework. However, not all suppliers

may have local capability or may be over-stretched and choose to qualify themselves out immediately.

- 3.5 The call-off will follow a standard process but will allow the Council to identify the important local Wiltshire objectives and any local requirements that are incremental to the pre-agreed core requirements. Suppliers on the framework will then be able to develop their 'baseline' solutions and supply chain to quickly propose a solution meeting the Council's requirements. Further work is still required to establish how community funded objectives can be secured through the Call-Off process.
- 3.6 This arrangement will allow Wiltshire to be able to have 'dialogue' with suppliers but this will be focused on identifying 'added value' and optimising solutions to meet local objectives, rather than spending time on re-opening core requirements agreed in the framework.
- 3.7 After requesting final bids, bidders will submit pricing in standard financial templates, which would be comparable between projects, to provide a level of Value for Money protection even if local competition is weak. The Council will also have a measure of confidence that some BDUK assurance has taken place on the 'baseline' solutions at least. Only following the detailed analysis of the Value for Money position and project affordability will a contract be entered into.
- 3.8 As a member of the National Framework Delivery Board, the Council has been actively involved in the procurement process and the decision making and governance of the project. The public notice to start the procurement of the National Framework commercial in September 2011, with the publication of the notice in the Official Journal of the European Union. The procurement process involves a number of key stages and following formal response, potential bidders have now already been through several stages of the procurement process including the Pre-Qualification, Invitation to Tender and nine bidders now remain in the process.
- 3.9 Following a period of dialogue, bidders are now working up detailed solutions prior to evaluation and further down selection of the current list of nine bidders. Invitation to submit final tenders will be issued in January and the completion of the process has recently been brought forward by BDUK and the proposed Framework Signature date is 2nd April 2012. A timetable for the remainder of the process is attached as Appendix 1 to this report.
- 3.10 If this date is achieved Local Authorities will be able to commence their call-off arrangements immediately after the 2nd April. A detailed project plan for the call-off process is currently being drawn up with BDUK and it is hoped to have this available in early December 2011. The intention is to complete the call-off process by the end of August 2012 to ensure a start on site in September 2012. At the end of the process the Council will be committing to use the grant funding allocated by BDUK and the £16 million allocated in to the budget to match investment by the successful bidder in infrastructure capable of bringing superfast broadband services to the majority of the County.
- 3.11 The Project has strong corporate arrangements and progress is regularly monitored by a Programme Board chaired by a Corporate Director and Board members include the Deputy Leader and the Cabinet Member Resources. To further improve governance and transparency, the Project will also be periodically reviewed by the Corporate Procurement Board and as part of the Corporate Risk Register. Updates will be

provided to the Corporate Leadership Team and Cabinet at key milestones within the project timetable.

4. Environmental Impact of the Proposal

- 4.1 There are no direct Environmental Impacts as a result of the proposals but, the roll out of superfast broadband services does have the potential to make a significant contribution to Carbon Reduction in the County. The successful Bidder will also be required to work with BDUK and the Council to meet sustainability goals within the contract, the solution provided must be capable of being upgraded as technology improves.
- 4.2 Depending on the solution offered the implementation stage will have some environmental implications. The infrastructure needed to provide improved broadband services is likely to require civil engineering and highways works and this work may require planning approval.

5. Equality and Diversity Impact of the Proposal

- 5.1 All of the services provided under the contract will be available for all residents and businesses in Wiltshire if they choose. The use of superfast broadband services will improve access to online services.
- 5.2 The Council recognises its responsibilities to comply with the requirements of the Equality Act 2010 including its general equality duty as a public authority under Section 149 of the Equality Act 2010. There are no specific equalities implications relating to the proposal covered in this report. However, the Council will continue to take full account of its equalities responsibilities through the implementation of any proposals and throughout the call-off process.

6. Risks

- 6.1 The Digital Inclusion Project is included on the corporate risk register and its rating is regularly reviewed. Project risks are also regularly reviewed by the Project Board set up to oversee the delivery of the project.
- 6.2 A number of major risks were identified initially relating particularly to the procurement and state aid if the Council embarked on a 'stand alone' project. These were considered by the Project Board at the meeting in June 2011 and it was decided that these could be mitigated by being part of the National Framework project. Risks considered included amongst others;
 - Resource issues in building and funding a team with the necessary capacity to manage a successful stand alone tender;
 - Supplier capacity bottlenecks delaying submissions due to suppliers responding to multiple individual projects and competing with BDUK framework as well;
 - Greater risks of challenge to a standalone procurement award or state aid award by suppliers;
 - Insufficient supplier interest;
 - 'Piecemeal' approach to solution provided (suppliers cherry picking projects).
- 6.3 It is recognised that risks do exist with the framework solution but, it is considered that these are robustly managed by the BDUK team. Risk Management remains as a high

priority for the National Framework Board and status is regularly reviewed. As stated previously, Wiltshire Council is represented on the Board by the Project Directors.

- 6.4 There are also potential risks in respect of the Council's management of the operational project including payment of 'milestone payments' within the contract. It is considered that these risks will be mitigated through effective contract management and close working with BDUK.
- 6.5 The current overall risk status of the project is 'amber'.

7. Financial Implications

- 7.1 As outlined in paragraph 2.2 above project funding has been secured through the Council's budget setting process (£16m) and by securing a grant (£4.7m) from the Government. The current tender process will require suppliers to 'match fund' this investment and their proposals will form a significant part of the Tender Evaluation process within both the National Framework and the local call off.
- 7.2 In addition to the long term capital funding, a first year revenue budget of £300,000 to develop the project has been approved and this is regularly monitored by the Project Board. This is currently on forecast.
- 7.3 Members of the Corporate Finance Team are involved in both the internal Project Board and as part of the BDUK framework development team and will be able to quickly raise any concerns during the procurement process.

8. Legal Implications

- 8.1 To mitigate legal risks, a member of the Council's Legal team works as part of the internal project team and advisor to the BDUK national framework project team. BDUK are represented by legal advisors from the DCMS and are also supplemented by external legal advisors.
- 8.2 The Council may rely on various powers which enable it to procure the services envisaged within the contract.

Section 2 of the Local Government Act 2000 provides that the local authority has the power to do anything which it considers likely to provide or improve the economic, social or environmental well-being of its area.

- 8.3 The power may be exercised in relation to or for the benefit of:-
- a) The whole or any part of the local authority area or;
 - b) All or any persons resident or present in a local authority's area.
- 8.4 This includes the power to provide staff, goods, services or accommodation to any person. In exercising this power the Council must have regard to its Strategic Planning and Community Strategy and any guidance from the Secretary of State. Paragraph 2.3 above demonstrates the significance of this project in relation to the Council's corporate priorities and those of the Wiltshire Assembly.
- 8.5 Section 1 of the Local Government (Contracts) Act 1997 reinforces the power of a local authority to enter into a contract to provide assets or services in connection with, the discharge of its functions.

8.6 Due to the financial structure of the project the contract will be subject to strict EU rules on 'State Aid'. Being part of the national framework will mitigate these risks.

9. Options Considered

9.1 A number of procurement options have been considered and the national framework supplemented by local call off arrangements outlined above is considered to be the most suitable for the Council. The actions outlined previously in the report will provide the most robust contracting position and will achieve the quickest delivery of the desired project outcomes.

9.2 At a high level the main options are:

- To enter into a contract on the basis set out in the report;
- Stop the framework process and start a stand alone contract or;
- Not to enter into the contract;

The Project Board is not aware of any reasons for the Council not to enter into the contract.

10. Conclusion

10.1 The Council supporting BDUK believes a framework will benefit both projects and suppliers in focussing the resources of both to heighten quality, reduce cost and address market capacity. Standardisation of common and core requirements, terms and conditions, pricing, etc. increases transparency and competition and this will allow local project resources to focus on our local needs and dialoguing the very best solution for Wiltshire during our own call-off.

10.2 Cabinet approval of the proposals is required to meet internal governance requirements and to provide the market with evidence of 'high level' support for the project.

Author: Mike Swabey, 01225 718662 – email: mike.swabey@wiltshire.gov.uk

Background Papers

- Project files
- Correspondence with BDUK
- Broadband Delivery Programme – Delivery Model
- Broadband Grant Application

Appendix 1 – Revised Framework Timetable

Proposed Timetable

Stage	Activity	Duration (Estimated)	Date (subject to change)
Detailed solutions	ISDS Issued (updated ITPD)	1 day	17 th Oct-11 (~13:00)
	ISDS Bidding Period	5 weeks	17 th Oct-11 to 21 st Nov-11 (09:00am)
	Mid bid CQ (face-to-face)	Clarification session (half day per bidder)	31 st Oct to 2 nd Nov-11
Evaluation	ISDS Evaluation	4 weeks	21 st Nov to 14 th Dec-11
	Notify Shortlist	-	15 th Dec-11
	Invitation to Continue Dialogue	-	15 th Dec-11
Dialogue	Dialogue Phase 2	Up to 9 days per Bidder (including parallel sessions)	20 th Dec-11 to 22 nd Dec-11 4 th Jan to 16 th Jan-12
Draft final tender	Issue draft Invitation to Submit Final Tender (ISFT)		23 rd Jan-12
	Draft final tender preparation	1 week	23 rd Jan to 27 th Jan-12
	Bidder presentation and checkpoint	Half day per Bidder	30 th Jan-12 to 1 st Feb-12
Final tender	Confirm any variations to ISFT and start bidding period (close dialogue, ~3 rd Feb-12)	3 weeks	3 rd to 27 th Feb-12 (09:00am)
Evaluation	Final tender evaluation	3 weeks	27 th Feb to 16 th Mar-12
	Notify Bidders	-	~16 th Mar-12
Framework award	Contract finalisation (includes standstill)	2 weeks	19 th Mar to 2 nd Apr-12
	Framework Signature	-	~2 nd Apr-12

Notes:

ISDN Invitation to Submit Detailed Solutions
 ITDD Invitation to Participate in Dialogue
 CQ Clarification Questions
 ISFT Invitation to Submit Final Tender

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Wiltshire Council

Cabinet

15 November 2011

Subject: Wiltshire Local Development Scheme

Cabinet Member: Councillor Fleur de Rhé Philipe - Economic Development and Strategic Planning

Key Decision: No

Executive Summary

The existing Local Development Scheme (LDS) was published in January 2009 and should be reviewed. Approval of the revised LDS will ensure that Wiltshire Council has an up-to-date timetable for preparation of planning policy in Wiltshire that will provide certainty to local communities and stakeholders. In addition to the development plan documents that are being prepared, it is proposed that the timetable for the preparation of Community Infrastructure Levy be included.

In light of ongoing changes to the planning system by Government, it is proposed that the LDS is reviewed in six to nine months time, once the changes to the planning system have become clear and new priorities for the Council can be identified.

The proposal is to approve the timetable and milestones in accordance with Regulations for key planning policy documents for Wiltshire. It does not provide the opportunity to consider the content or approach of the documents being prepared.

Proposals

That Cabinet:

- (i) Approves the Local Development Scheme as set out at **Appendix 1**.
- (ii) Authorises the Director for Economy and Enterprise, in consultation with the Cabinet Member, to make minor amendments to the Local Development Scheme in the interests of clarity and accuracy before submitting it to the Secretary of State.

Reason for Proposals

Wiltshire Council is required to prepare a Local Development Scheme in line with the Planning and Compulsory Purchase Act 2004. The published Local Development Scheme was prepared in 2009 and requires updating.

Alistair Cunningham**Service Director, Economy and Enterprise
Department of Neighbourhood and Planning**

Wiltshire Council

Cabinet

15 November 2011

Subject: Wiltshire Local Development Scheme

Cabinet Member: Councillor Fleur de Rhé Philipe - Economic Development and Strategic Planning

Key Decision: No

Purpose of Report

1. To seek approval for a revised Local Development Scheme (LDS) for Wiltshire and update the timetable for preparation of new development plan policies for Wiltshire.

Background

2. In December 2008, the Implementation Executive approved Wiltshire Council's first LDS for submission to the former Government Office for the South West. The LDS is a three year plan that shows the development plan documents the Council would prepare and the timetable for their preparation. The Wiltshire LDS was published in January 2009 and included the following development plan documents (DPDs):
 - (i) South Wiltshire Core Strategy
 - (ii) Wiltshire Core Strategy
 - (iii) Gypsy and Traveller Site Allocations
 - (iv) Wiltshire and Swindon Minerals Development Control Policies
 - (v) Wiltshire and Swindon Waste Development Control Policies
 - (vi) Wiltshire and Swindon Minerals Site Allocations
 - (vii) Wiltshire and Swindon Waste Site Allocations
3. Documents (iv) and (v) were adopted by the Council in June 2009 as programmed in the LDS. The other documents were originally programmed for adoption between April 2010 and July 2011. However, the need to respond to issues raised during consultations, or accommodate changes in Government policy and therefore undertake additional consultation has resulted in the need to extend the timeframe for preparation.

4. In accordance with Government policy, the Council's Annual Monitoring Report, published in December each year, has set out progress against the milestones in the LDS, explaining why these have been extended. In addition, in consultation with Cabinet Members, officers have kept the timetable for the preparation of these documents up-to-date on the Council's website, in line with advice from the former Government Office for the South West, so that information is publically available.
5. Until the Localism Bill is enacted, the requirement to consult the Secretary of State on amendments to the LDS still remains and once approved the new LDS should be submitted to the Department for Communities and Local Government.
6. The Localism Bill and associated draft regulations place new responsibilities on the Council to support Neighbourhood Planning. The Council is currently supporting a number of pilot projects and developing a protocol to provide guidance and to enable the Council to effectively support the development of these plans.

Main Considerations for the Council

7. Wiltshire Council's LDS requires updating in light of the need to take into account ongoing changes to the planning system and formally review the published timetables for preparation of development plan documents (DPDs). The updated LDS is provided at **Appendix 1**. This will give certainty to local communities and other stakeholders about the timetable for the preparation of new planning policy, including when public consultation will be undertaken. Government clarified in March this year that there is no need to refer to Supplementary Planning Documents within the LDS. The outstanding DPDs are still considered relevant and should continue to be prepared. These are discussed in turn below.

South Wiltshire Core Strategy

8. The Council has now received the Inspector's Report into the examination of the South Wiltshire Core Strategy, which found the document to be sound. This DPD can now proceed through to the final stages of adoption, with adoption by Council programmed for February 2012.

Wiltshire Core Strategy

9. The report to Cabinet on 24 May 2011 indicated that the pre-submission consultation draft of the Wiltshire Core Strategy would be brought back to Cabinet for approval in November 2011, consistent with the published timetable. However, since then Government has published the draft National Planning Policy Framework (NPPF). Planning Inspectors are already having regard to the direction of travel set out in the draft NPPF in examining plans and the Wiltshire Core Strategy will need to ensure that it is in reasonable compliance, particularly given the possibility that this could be in place when the Core Strategy reaches examination. As a consequence, it is considered that the earliest the pre-submission draft Wiltshire Core Strategy can be brought to Cabinet will be January 2012.

10. The timetable proposed is challenging and reflects the need to progress the Core Strategy quickly in order to have an up-to-date development plan in place for Wiltshire as early as possible to ensure plan-led development. Currently, the draft NPPF sets out the presumption in favour of sustainable development, which means that without an up-to-date plan in place the county could see speculative development taking place.
11. The proposed timetable up to Submission is considered deliverable subject to no other unforeseen circumstances arising and the consultation period taking place over a six week period ending before the Easter weekend (by 6 April 2012), with attendance by officers at Area Boards as required.
12. At the point of Submission of the plan to the Secretary of State, the Planning Inspectorate will expect the Council to outline what is a reasonable timeframe for the examination process, although the Inspectorate will ultimately determine the course of the examination. Given the amount of consultation the Council has undertaken to develop the plan it is anticipated that the examination process should be more focused and therefore shorter in duration than may otherwise be expected, as there should be less challenge to the plan. In light of the Government's expectation that 'Local Plans' (i.e. the Core Strategy) should be prepared expediently and put in place as soon as possible the aspiration is to adopt the Core Strategy during December 2012. This will be dependent upon timely receipt of the Inspectors report and the ability of the Inspectorate to undertake an efficient examination.

Gypsy and Traveller Site Allocations

13. The issues and options consultation on the Gypsy and Traveller Site Allocations DPD was approved by Cabinet on 23 February 2010 and consultation took place between 6 April and 4 June 2010. Since this time, the uncertainty over the status of Regional Spatial Strategies, and thus the level of pitch provision that Wiltshire should provide for, led to the need to undertake consultation on revised figures for the period 2006 to 2016 through the recent Core Strategy consultation. As a result, the timetable for the Gypsy and Traveller Site Allocations document needs to be aligned with the Core Strategy consultation, so that there is reasonable certainty behind the level of pitches to be provided and appropriate sites identified in accordance with the figure. Adoption is programmed February 2014.

Minerals Site Allocations

14. The report to Cabinet on 14 June 2011 indicated that the pre-submission draft Minerals Site Allocations DPD would be presented to Cabinet in September 2011, although this was dependent on being able to quickly complete the evidence base. This is now programmed for December 2011 in line with Swindon Borough Council's Cabinet date.
15. The subsequent stages have been brought in line with the Core Strategy to allow efficiencies to be made during consultation. Submission is proposed for July 2012 in line with Swindon Borough Councils committee arrangements. Adoption is programmed for December 2012.

Waste Site Allocations

16. Following Cabinet on 22 March 2011 and Full Council on 17 May consultation was undertaken on the Submission Draft Waste Site Allocations DPD. The response to the consultation, in particular the proposals relating to Castledown Business Park, has led to further work being undertaken. The Full Council resolution requires approval for submission of the DPD to the Secretary of State to be brought to Environment Select Committee for their recommendation to Cabinet and Full Council. This will need to take place in January 2012 in order for Wiltshire Council to be broadly aligned with Swindon Borough Council's Committee cycle.
17. Adoption is programmed for Full Council in November 2012.

Environmental and Climate Change Considerations

18. The DPDs included within the LDS relate to the development and use of land and have implications for the physical, economic and social environment of Wiltshire. Sustainability Appraisal, incorporating Strategic Environmental Assessment and Habitats Regulations Assessment, will be undertaken as part of their preparation to ensure that negative environmental impacts are avoided and policies and proposals deliver development in a sustainable manner. Climate change considerations form an important part of the Appraisal.

Equalities Impact of the Proposal

19. In line with Regulations, when DPDs are submitted to the Secretary of State for examination they must be accompanied by an Equality Impact Assessment. Consultation processes and stakeholder engagement will seek to ensure that everyone has the opportunity to inform their preparation.

Risk Assessment

20. The LDS includes a challenging timescale and is dependent on sufficient resources being available to ensure timely delivery of sound plans based on robust and credible evidence. Further changes to Government policy, legislation and regulations could delay the process.
21. The draft NPPF introduces the 'presumption in favour of sustainable development' and states that where plans are out of date, silent or indeterminate, then permission should be granted. The former district Local Plans were only originally intended to be in place until 2011 but have in effect been rolled forward until they are replaced. It is important that Wiltshire has up-to-date policy in place as soon as possible, in particular the Wiltshire Core Strategy, to ensure plan-led growth that best meets the needs of Wiltshire can be delivered.
22. Beyond 2014, the Council will not be able to collect commuted sums through Section 106 Agreements and will need to become a Charging Authority for the Community Infrastructure Levy (CIL) prior to this date.

Financial Implications

23. Existing budgets will meet the costs expected within this financial year. Costs associated with the examination and adoption of the documents will be met from 2012/13 and 2013/14 budgets.
24. Early adoption of the Core Strategy in particular will provide the planning policy framework to facilitate the delivery of new housing and not be disadvantaged in relation to the New Homes Bonus. In addition, the ability of the Council to become a Charging Authority for Community Infrastructure Levy and secure this form of funding into the area is dependent upon a sound Core Strategy being in place.

Legal Implications

25. In accordance with the Planning and Compulsory Purchase Act 2004, the Council has a statutory duty to prepare planning policy, which has been reinforced through the draft National Planning Policy Framework and emerging Localism Bill.
26. In accordance with existing and emerging legislation, LDSs must be prepared and Inspectors examining plans will consider whether a plan has been prepared in line with these. The revised LDS will need to be submitted to the Secretary of State following approval by Cabinet.

Options Considered

27. Consideration has been given as to whether the DPDs could be reprioritised or are no longer needed. In light of the changing national planning policy context and/or current issues in Wiltshire it is considered important that all the DPDs continue to be progressed as quickly as possible, with priority afforded to the Wiltshire Core Strategy.
28. Wiltshire Council is required to maintain an up-to-date LDS.

Conclusions

29. The existing LDS was published in January 2009 and should be reviewed. Approval of the revised LDS will ensure that Wiltshire Council has an up-to-date timetable for preparation of planning policy in Wiltshire that will provide certainty to local communities and stakeholders. In addition, to the DPDs that are being prepared, it is proposed that the timetable for the preparation of CIL is included, particularly given the lack of understanding within local communities as to when this can come forward.
30. In light of the ongoing changes to the planning system, it is proposed that the LDS is reviewed in six to nine months time once the changes to the planning system have become clear and new priorities for the Council can be identified.

Alistair Cunningham

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Department of Neighbourhood and Planning

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

None

Appendices:

Appendix 1 - Draft Local Development Scheme 2011-2014

FOREWORD**To be added****CONTENTS PAGE****To be added****1. Introduction**

- 1.1. The Planning and Compulsory Purchase Act 2004 (2004 Act) introduced major changes to the development plan system. These changes include the replacement of Local Plans with a system of **Local Development Documents** (LDD) that collectively form a portfolio of planning policies and proposals called a **Local Development Framework** (LDF).
- 1.2. This Local Development Scheme (LDS) identifies the Local Development Documents (LDDs) prioritised for production by Wiltshire Council and sets out a timetable for their delivery over the next three years. The LDS is not in itself a planning policy. Instead, it sets out what work will be undertaken to review existing planning policies and produce new ones for the future.
- 1.3. The first LDS was approved by the Implementation Executive¹ of Wiltshire Council in January 2009 and related to the period 2009-2012. It brought together the work already undertaken by the former authorities of Kennet, North Wiltshire, Salisbury, West Wiltshire and Wiltshire County Council.
- 1.4. In preparing the Wiltshire LDS 2011-2014, the priorities and timetables set out in the first Wiltshire LDS have been reappraised. The focus is on the delivery of a consolidated **Wiltshire Core Strategy** (excluding minerals and waste matters), in order to have in place consistent policy across Wiltshire as early as possible. The **South Wiltshire Core Strategy** relating to the former Salisbury district area is well advanced (Inspector's report produced) and its completion will enable new housing sites to be identified before the Wiltshire Core Strategy is in place and a five year housing land supply to be maintained in this part of Wiltshire. The policies and proposals within the South Wiltshire Core Strategy will be subsumed into the Wiltshire Core Strategy and be replaced by the Wiltshire Core Strategy when it is adopted.
- 1.5. In addition to the Wiltshire Core Strategy, the LDS provides for the completion of the **Wiltshire and Swindon Minerals and Waste Site Allocation DPDs**. These documents are produced in partnership with the adjoining local authority of Swindon Borough Council, they are well advanced and once completed will

¹ The Implementation Executive was the body of elected Councillors responsible for the creation of the new Council. It was drawn from all the previous district and county councils in Wiltshire (17 in total and included representation from all political parties).

provide a full suite of documents in relation to minerals and waste matters in Wiltshire and Swindon.

- 1.6. The LDS also provides for the completion of a **Gypsy and Travellers Site Allocations DPD** to ensure that the accommodation needs of Gypsies and Travellers are provided for in the county.
- 1.7. The emerging Wiltshire Core Strategy also identifies other planning policy documents that may need to be prepared in order to provide the full suite of documents to replace the saved local plan policies.
- 1.8. The Localism Bill (due to be enacted spring 2012) will revoke regional spatial strategies and introduce neighbourhood plans, neighbourhood development orders and the community right to build. The Government has also consulted on a draft National Planning Policy Framework (NPPF), which may have implications for the LDS once approved.
- 1.9. At this stage the LDS includes pilot projects for neighbourhood planning being undertaken in Wiltshire (see paragraph 2.7) and a process for developing a neighbourhood planning protocol once the Localism Bill is enacted. The LDS will need to be reviewed once the full implications of the Localism Bill are known.

2. Schedules of planning policy documents

Existing local development documents and development plan documents

- 2.1. Policies within the documents listed in Table 1 currently form part of the development plan. A list of 'saved' local plan policies is provided at **Appendix A**.

Table 1: Existing local development documents and development plan documents

Document	Area covered	Status
Statement of Community Involvement LDD (adopted February 2010)	Wiltshire council area	Sets out the process and methods for community involvement for different types of LDDs and for different stages of the plan preparation.
Wiltshire and Swindon Waste Development Control Policies DPD (adopted September 2009)	Wiltshire council area and Swindon borough	Current policy. Sets out generic policies to assist in determining planning applications for waste development up to 2026, subject to monitoring and review.
Wiltshire and Swindon Minerals Development Control Policies DPD (adopted September 2009)	Wiltshire council area and Swindon borough	Current policy. Sets out generic policies to assist in determining planning applications for minerals development up to 2026, subject to monitoring and review.
Wiltshire and Swindon Waste	Wiltshire council area and Swindon	Current policy. Sets out the spatial vision, strategic objectives and strategy covering

Core Strategy (adopted July 2009)	borough	waste provision up to 2026 including the strategic policies and proposals to deliver the vision.
Wiltshire and Swindon Minerals Core Strategy (adopted July 2009)	Wiltshire council area and Swindon borough	Current policy. Sets out the spatial vision, strategic objectives and strategy covering minerals provision up to 2026 including the strategic policies and proposals to deliver the vision.
West Wiltshire Leisure and Recreation DPD (adopted February 2009)	Former West Wiltshire district area	Provides additional recreational policies for the west Wiltshire area for the period up until 2016. This DPD will be replaced by policies in future Wiltshire-wide DPDs, including the Wiltshire Core Strategy.
Wiltshire and Swindon Structure Plan 2016 (adopted April 2006)	Wiltshire council area and Swindon borough	Certain policies have been 'saved' until replaced by policies in a new DPD, particularly the Wiltshire Core Strategy (see Appendix A).
North Wiltshire Local Plan (adopted April 2006)	Former North Wiltshire district	Certain policies have been 'saved' until replaced by policies in a new DPD, particularly the Wiltshire Core Strategy (see Appendix A).
Kennet Local Plan 2011 (adopted June 2004)	Former Kennet district	Certain policies were 'saved' on 26 th September 2007 and will remain in place until replaced by policies in a new DPD, particularly the Wiltshire Core Strategy (see Appendix A).
West Wiltshire District Plan First Alteration 2011 (adopted June 2004)	Former West Wiltshire district	Certain policies were 'saved' in September 2007 and will remain in place until replaced by policies in a new DPD, particularly the Wiltshire Core Strategy (see Appendix A).
Salisbury District Plan 2011 (adopted June 2003)	Former Salisbury district	Certain policies 'saved' in September 2007 and will remain in place until replaced by policies in a new DPD, particularly the South Wiltshire Core Strategy and Wiltshire Core Strategy (see Appendix A).

2.2. There are also a considerable number of Supplementary Planning Documents (SPDs) that support policies within the documents listed in Table 1 that will continue to be in place. Some were prepared before September 2004 and are referred to as Supplementary Planning Guidance. These are listed in **Appendix A**.

New local development documents

2.3. A number of development plan documents are currently in preparation and will be adopted by the Council in the period to 2014. These are summarised in Table 2 with more detailed information contained in **Appendix B**. A summary of the overall programme is in Section 3.

Table 2: New development plan documents

Document	Area covered	Anticipated adoption date	Comments
South Wiltshire Core Strategy DPD	Former Salisbury district area	February 2011	Sets out the spatial vision, objectives and strategy for the spatial development of the former Salisbury district area and strategic policies and proposals to deliver the vision; including strategic land allocations. Will be subsumed into the Wiltshire Core Strategy
Wiltshire Core Strategy DPD	Wiltshire council area	December 2012 (to be in conformity with national planning policies)	Sets out the spatial vision, objectives and strategy for the spatial development of Wiltshire and strategic policies and proposals to deliver the vision; including strategic site allocations for the period to 2026.
Wiltshire and Swindon Waste Site Allocations DPD	Wiltshire county and Swindon borough	November 2012 (to be in conformity with Waste Core Strategy)	Identifies land for future waste management facilities and aggregate recycling facilities up to 2026 in accordance with the Swindon and Wiltshire Waste Core Strategy.
Wiltshire and Swindon Minerals Site Allocations DPD	Wiltshire county and Swindon borough	December 2012 (to be in conformity with Minerals Core Strategy)	Identifies land for future mineral (aggregates) working and aggregate recycling facilities up to 2026 in accordance with the Swindon and Wiltshire Minerals Core Strategy.
Gypsy and Traveller Site allocations DPD	Wiltshire Council area	February 2014 (to be in conformity with Wiltshire Core Strategy)	Will set out site allocations to provide for the accommodation needs of Gypsies and Travellers.

Future Policy Development

Supporting the Wiltshire Core Strategy

2.4. The Council's overall priority is to focus on delivery of the Wiltshire Core Strategy as soon as is reasonably possible. To support the production and implementation of the core strategy there are a number of priority projects to be completed in tandem with the core strategy. These are:

- (i) Infrastructure Delivery Plan - to set out detailed guidance on what infrastructure will need to be provided to support development.
- (ii) Community Infrastructure Levy² - to set out the type and scale of contributions that will be required to build the infrastructure to support development based on the Infrastructure Delivery Plan and Wiltshire Core Strategy.

² The Community Infrastructure Levy (CIL) is a charge which local authorities in England and Wales are empowered, but not required, to charge on most types of new development in their area. CIL charges are based on simple formulae which relate the size of the charge to the size and character of the development

- (iii) Wiltshire Green Infrastructure Strategy - to set out a strategic Wiltshire-wide green infrastructure network that will comprise of both new and existing green spaces; walking, cycling and horse riding routes; parks, recreational spaces and play areas; water courses and water bodies; areas of high biodiversity value; and access and wildlife corridors such as inland waterways and rivers.
- (iv) Affordable Housing Supplementary Planning Document - to set out detailed guidance on the interpretation and implementation of affordable housing policies in the core strategy.

Additional development plan documents

2.5. Emerging policy in the Wiltshire core strategy also anticipates the possible need for two additional DPDs to follow on from the adoption of the core strategy.

- Site Allocations DPD - the Wiltshire core strategy provides the context for the scale of growth in each community area but is not specific in every community about the location of growth. In these community areas, the core strategy allows for sites to be identified through neighbourhood plans in line with the provisions of the Localism Bill. However, where neighbourhood plans are not forthcoming and if the supply of land for housing begins to decline there may be a case for Wiltshire Council to step in and produce a Site Allocations DPD.
- Development Management DPD - the Wiltshire Core Strategy is being prepared during a period of change in the planning system. A National Planning Policy Framework (NPPF) is being prepared to replace many of the existing national planning policy guidance notes (PPGs) and planning policy statements (PPSs). Local planning authorities were encouraged not to include policies in their development plan that duplicated national policy addressed in PPGs and PPSs. Once the NPPF is in its final format it will become clear whether other new local development management policies need to be developed because they are no longer addressed through national policy and were not included in the Wiltshire Core Strategy. At this point a Development Management DPD may need to be prepared.

Other planning guidance post Wiltshire core strategy

2.6. It will also be important to produce additional planning policy once capacity and resources become available to have in place the full suite of documents that are required to fully replace the saved policies from the former District Local Plans and associated supplementary guidance to provide consistent policy across Wiltshire. Given that any subsequent DPDs and SPDs must conform to the Wiltshire Core Strategy, the Core Strategy needs to be far enough advanced so that any future documents can be prepared in accordance with it. The emerging core strategy for Wiltshire (Wiltshire Core Strategy Consultation Document, June 2011) refers to a number of additional guidance notes that may

paying it. The proceeds of the levy will be spent on local and sub-regional infrastructure to support the development of the area.

be needed to support the core strategy and replace existing SPD that support older saved local plan policies, as follows:

- (i) planning obligations and the role of section 106 agreements
- (ii) design and local distinctiveness in Wiltshire
- (iii) a Wiltshire landscape strategy which would involve consolidating existing landscape character assessment, reviewing special landscape areas and preparing developer guidance
- (iv) areas of special historic environmental significance
- (v) the Stonehenge and Avebury World Heritage Site
- (vi) travel plans
- (vii) town centres
- (viii) village boundaries
- (ix) biodiversity to include the mechanisms to address HRA issues, biodiversity offsetting and developer guidance

Other planning guidance being prepared

- 2.7. Work has been progressing on a Devizes Wharf Planning Brief Supplementary Planning Document since June 2010. During the summer 2011 a draft version of the brief was published for consultation. The comments received during that consultation are being analysed and Wiltshire Council will proceed with the planning brief through to adoption as a supplementary planning document early 2012.

Neighbourhood plans

- 2.8. This LDS is being prepared during a period of change to the planning system. The Localism Bill (due to be enacted Spring 2012) will remove regional spatial strategies from the development plan and introduce a new tier of planning at the neighbourhood level. These plans can be in the form of a neighbourhood plan, a neighbourhood development order or a community right to build. This LDS anticipates that the priority for the Council, once the core strategy is well advanced, will be to support the preparation of these plans and others. Four pilot projects are being undertaken in Wiltshire to better understand planning at the neighbourhood level and help develop a Neighbourhood Planning Protocol for Wiltshire. These are listed below:

- (i) Malmesbury neighbourhood plan
- (ii) Sherston neighbourhood plan
- (iii) Wootton Bassett and Cricklade community area neighbourhood plan
- (iv) Warminster local development order

- 2.9. The Government has consulted on a draft NPPF, which will supersede many planning policy statements, planning policy guidance and some Circulars. This may change the current understanding of additional plans and guidance needed in the county to support sustainable and appropriate development. This LDS will, therefore, be reviewed in six to nine months time once the NPPF is in its final form and Localism Bill enacted to consider the implications of the changes to the planning system on the programme of work currently proposed.

Annual Monitoring Report

- 2.10. Annual Monitoring Reports (AMR) form part of the LDF and have been published for Wiltshire at the end of each calendar year since 2008. The AMR monitors and reviews how well the Council has performed against the timetable set out in the LDS and any changes needed to maintain an up to date LDS. The role of the AMR is also to monitor the effectiveness of the policies included in each DPD.
- 2.11. The Localism Bill contains provisions to remove the requirement to submit the AMR to the Secretary of State for approval; it does not contain provisions to remove the need for an AMR. In anticipation of the Bill, in March 2011, the Government withdrew guidance on local plan monitoring contained in 'Local development framework monitoring: a good practice guide' (ODPM 2005) and other guidance contained in 'Frequently Asked Questions' and emerging best practice notes. It is now for each council to decide what should be included in their AMR while ensuring that they are prepared in accordance with UK and EU legislation³. Wiltshire Council intends to continue to produce an AMR annually.

3. Overall programme for local development document preparation

- 3.1. The overall programme for preparation of the new LDDs listed at Table 2 (paragraph 2.3) above including key milestones is summarised in the following chart. Significant progress has already been made on the delivery of a number of these documents and accordingly only the later stages of preparation may be shown. Each DPD document follows a similar process:
- (i) Preparation and evidence gathering (P)
 - (ii) Initial issues and options consultation (C)
 - (iii) Further preparation, evidence gathering and responding to comments (P)
 - (iv) Pre-submission consultation (i.e. before submission to the Secretary of State)(PC)
 - (v) Submission to the Secretary of State (S)
 - (vi) Period for examination by Inspector and receipt of Inspectors report (E)
 - (vii) Adoption (A)

The key milestone for each document is the point at which the document is submitted to the Secretary of State. Critical to maintaining progress in relation to each document is the role of Cabinet and Full Council. Cabinet provide Member approval to progress to each stage of plan preparation and authorise consultation procedures. Full Council are required to approve the DPD for submission to the Secretary of State and finally adopt the plan as per the Council constitution. Provisions have been made in the LDS to enable Full Council to also approve the pre-submission consultation draft.

³ Letter to chief planning officers on preparation and monitoring of local plans, March 2011

4. Supporting statement

- 4.1. The Government expects local authorities to use effective programme management techniques in progressing delivery of the LDF and producing the evidence base. This supporting statement explains what arrangements are being made to ensure delivery of the programme set out on the previous pages in terms of:
- (i) the development of a sound and robust evidence base;
 - (ii) the approach to community and stakeholder engagement;
 - (iii) sustainability appraisal (SA) and strategic environmental assessment (SEA);
 - (iv) resources;
 - (v) review and monitoring; and
 - (vi) risk assessment

Evidence base

- 4.2. The strategies, policies and proposals in the LDF must be founded on a robust and organic evidence base. A considerable amount of data is available at a national level and a number of pieces of bespoke research have been carried out or commissioned by Wiltshire Council to gather local evidence. For example, to support the Wiltshire Core Strategy Consultation Document a number of topic papers were prepared which collectively summarise the evidence available at the time of the consultation document's publication. These draw upon existing published documents and comments received during consultation at earlier stages of the plan's preparation. They are available on the Council's web site (<http://www.wiltshire.gov.uk/planninganddevelopment/planningpolicy/wiltshirecorestrategy/wcsconsult2011.htm>) and will be up dated and republished to accompany the submission draft of the core strategy.
- 4.3. The south Wiltshire core strategy is at an advanced stage of preparation with the Inspector's report received during October 2011. The minerals and waste site allocations DPDs are also well advanced with submission to the Secretary of State anticipated in the New Year. All three documents have been subject to extensive consultation and collation of evidence at all stages in the plan's preparation has taken place. Details of the evidence prepared to support these documents are available on the web site. <http://www.wiltshire.gov.uk/planninganddevelopment/planningpolicy/southwiltshirecorestrategy.htm> and <http://www.wiltshire.gov.uk/planninganddevelopment/planningpolicy/mineralsandwastepolicy/aggregatemineralssiteallocations.htm> and [http://www.wiltshire.gov.uk/planninganddevelopment/planningpolicy/mineralsandwastesiteallocations.htm](http://www.wiltshire.gov.uk/planninganddevelopment/planningpolicy/mineralsandwastepolicy/wastesiteallocations.htm)
- 4.4. There are also a number of subject specific pieces of commissioned research to support the DPDs also available on the Council's web site (<http://www.wiltshire.gov.uk/planninganddevelopment/planningpolicy/planningpolicyevidencebase.htm>). By way of example, completed key studies and studies in progress to support the Wiltshire Core Strategy are summarised in Table 3, below.

Table 3: Wiltshire LDF evidence base

Document	Date complete/anticipated
Business and employment evidence	
Wiltshire town centre and retail study	March 2011
Future employment needs in Wiltshire	April 2011
Wiltshire workspace strategy	August 2009
Wiltshire workspace strategy, phase 2	Anticipated October 2011
Employment land monitoring report, April 2011	Anticipated March 2012
Housing evidence	
Housing Land Availability Report 2010	April 2010
West of Swindon Study	April 2009
Strategic housing land availability assessment: east, north and west Wiltshire	March 2008
Strategic housing land availability assessment: south Wiltshire	May 2009
Wiltshire strategic housing land availability assessment update	Anticipated November 2011
Wiltshire strategic housing market assessment	Anticipated December 2011
Viability Study	Anticipated December 2011
Housing land availability report 2011	Anticipated November 2011
Housing land supply statement 2011	Anticipated December 2011
Environmental evidence	
Wiltshire LDF sustainability appraisal	April 2009
Wiltshire sustainable energy planning study	January 2011
Wiltshire core strategy habitats regulation assessment	October 2009
Wiltshire strategic flood risk assessment, level 1	June 2009
Wiltshire landscape character assessment	December 2005
Surface Water Management Plans for Chippenham, Trowbridge and Salisbury	October 2011
Transport evidence	
Wiltshire LDF strategic transport assessment	April 2009
Salisbury transport strategy	January 2010
Chippenham, Trowbridge and Devizes traffic model and transport strategy	Anticipated
Base model update	October 2011
Scenario testing	November 2011
Transport strategy	September 2012

Community and stakeholder engagement

- 4.5. The Wiltshire Statement of Community Involvement was adopted February 2010. Since that time consultation has taken place in accordance with the

guidance that it contains. In preparing each stage of a DPD particular emphasis is placed on partnership working with organisations involved in the delivery and implementation of planning policies such as local economic partnerships, housing market partnerships and environmental partnerships.

- 4.6. Wiltshire Council has established a network of 18 community areas each based around a market town (or towns where they are closely related) and their hinterlands. Each community area has an area board (with the exception of the three community areas of Wilton, Mere and Tisbury which are collectively covered by the South West Wiltshire community area board), which meets to discuss local issues and, although led by elected Members of Wiltshire Council, are open to the public to contribute. They are an important vehicle for learning about local issues that should be addressed through the development of DPDs and SPDs and raising awareness about how local communities can get involved in the development of planning policy.
- 4.7. The overall plan for the preparation of individual DPDs (chart 1, above) indicates some of the key stages of the plan preparation process where stakeholders and the wider community will be engaged.

Sustainability appraisal

- 4.8. The development of DPDs and SPDs within Wiltshire will be informed by sustainability appraisal. This is an iterative process that develops alongside the preparation of a DPD or SPD through which the economic, social and environmental effects of the plan being prepared are assessed. It incorporates the requirements of Strategic Environmental Assessment as required by EU SEA Directive 2001/42.
- 4.9. Local authorities are also required to carry out Habitats Regulation Assessment as part of the planning process under the Habitats Directive. This work should also be carried out alongside DPD or SPD preparation to inform the policies and proposals they contain.

Resources - staffing

- 4.10. The Economy and Regeneration Service is responsible for the preparation of the LDF. Spatial planning officers work on a project basis to provide the resources to support the delivery of DPDs within the LDS from both within the service and in liaison with other council services (eg housing, sustainable transport, education, climate change).
- 4.11. In order to develop the relationship between the emerging Wiltshire core strategy and the Area Boards network, officers within spatial planning will develop their responsibility for planning matters in a designated Community Areas, working closely with the Area Boards.
- 4.12. A Service Level Agreement with Swindon Borough Council (SBC) is in place setting out joint working arrangements for minerals and waste planning matters. Under the terms of the Agreement, the Council will continue to act as 'Lead Authority', with SBC providing pro-rata support in terms of resources.

Resources - budgets

- 4.13. The cost of producing the LDDs within the LDS will be met from existing and

future service budgets.

- 4.14. Partnership working across the Council will be critical to the success of the LDF due to its crosscutting nature and relationship with other plans and strategies. Internal partners, for example, from key services such as housing, sustainable transport and education will be used to inform and develop the evidence base. This may include shared financial resources in order to produce studies /reports that are required by both services. Also, the knowledge and expertise of other service areas will be used to contribute to policy formation and validation of work undertaken at key stages. Finally, the Area Board network will be used wherever possible to support consultation events and there will be a close relationship with the Area Boards when work on neighbourhood planning begins. Resources from outside the service will therefore also contribute towards the preparation of LDDs.
- 4.15. Any opportunities to secure external funding and support in kind will also be exploited where they arise.

Risk assessment

- 4.16. A risk assessment has been prepared that will be monitored and reviewed during the LDS period by senior managers. The risk assessment includes proposed mitigation and contingency measures that may need to be implemented in order to ensure that sound DPDs are prepared and developed in a timely manner. Significant risks that have been highlighted include:
- Failure to produce a sound plan
 - Failure to secure consensus with members leading to key milestones being missed
 - Changes to legislation and regulations delaying the process
 - Lack of an appropriate and up-to-date evidence base
 - Insufficient resources (financial and staff) at critical points in the process
 - Lack of public engagement

Appendix A – Saved local plan policies and associated guidance

To be added

Appendix B – Document Profiles

LOCAL DEVELOPMENT DOCUMENT PROFILES	
Wiltshire Core Strategy (2006-2026)	
Role and subject	<p>The Wiltshire Core Strategy sets out the council's spatial vision, key objectives and overall principles for development in the county.</p> <p>The key objectives of the vision will be derived from an analysis of the county's characteristics, a review of the council's own corporate plans and priorities (for example the Sustainable Community Strategy) and national and, until revoked, regional planning policy / guidance. At its heart will be the delivery of viable and vibrant communities based on the principles of sustainability. It will prescribe a sustainable spatial strategy for future development in the County. In particular, it will describe the key principles that will govern future development within Wiltshire's Community Areas, identify the location of strategic sites for new housing and employment development, and set out policies with which planning applications will be judged.</p> <p>The core strategy will include a key diagram that displays the spatial aspects of the Strategy and include objectives and principles for the whole of Wiltshire, as well as, policies relating to specific locations within Wiltshire. The core strategy will also be split between a set of core policies and proposals for Wiltshire's Community Areas; and a set of policies suitable for development control purposes.</p>
Geographic coverage	Wiltshire
Document type/status	Development plan document
Chain of conformity	National policy and (until revoked) draft regional policy
Timetable	
Stage	Dates
Pre-production/survey/community engagement/informal consultation	September 2009 – August 2011
Preparation, evidence gathering and responding to comments	September - December 2011
Pre-submission consultation	February – March 2012
Processing of representations	April –May 2012
Submission to secretary of state	June 2012

Examination (including hearing and receipt of Inspector's report)	June - November 2012
Adoption	December 2012
Production and participation	
Lead Service	Economy and Enterprise
Other key Services	Sustainable Transport; Housing; Development Services; Regulatory Services; Community Safety; Amenities and Leisure; Major Projects; Adult Care: Strategy & Commissioning; Community Leadership & Support; Libraries Heritage & Arts; Schools; Children & Families, Resources, Improvements & Young People; Legal & Democratic Services and Performance & Risk.
External stakeholders	Infrastructure providers; central and local government agencies; adjoining local authorities; parish and town councils; developers; agents and key landowners; business support organisations; housing bodies; MoD; relevant national interest groups; relevant local interest groups; relevant charities; general public and residents associations and other groups within our community.
Political oversight	Cabinet of Wiltshire Council

LOCAL DEVELOPMENT DOCUMENT PROFILES	
Gypsy and Travellers Site Allocations DPD (2006-2016)	
Role and subject	<p>The Gypsy and Traveller Site Allocations document through assessment and consultation will make provision for sufficient additional pitches in Wiltshire to meet local need.</p> <p>The identification of sites to meet Gypsy and Traveller needs will include an appraisal of current sites, and investigation and consultation exercise about new sites. This will form a spatial plan formally identifying new sites and sites that will be expanded to meet the Gypsy and Traveller community's needs.</p> <p>The key objectives and principles of the DPD will need to adhere to national policy. The spatial vision will take into account the different needs of groups within the Gypsy and Traveller community and propose a number of sustainable sites that are to either be improved or developed to contribute to the overall success of Wiltshire. Gypsy and Traveller pitch allocations form part of the affordable housing provision in Wiltshire.</p>
Geographic coverage	Wiltshire
Document type/status	Development plan document

Chain of conformity	Wiltshire Core Strategy, national policy and (until revoked) draft regional
Timetable	
Stage	Dates
Preparation, evidence gathering, developing options	December 2011 - May 2012
Pre-submission consultation	September - October 2012
Processing of representations	November 2012 – June 2013
Submission to secretary of states	July 2013
Examination (including hearing and receipt of Inspector's report)	July - December 2013
Adoption	February 2014
Production and participation	
Lead Service	Economy and Enterprise
Other key Services	Traveller education service, Traveller liaison service, sustainable transport, Housing, Development, Regulatory Services, community safety, amenities and leisure, adult care: strategy & commissioning, community leadership & support, schools, children & families, resources, improvements & young people, legal & democratic services and performance & risk.
External stakeholders	Gypsy and traveller community; infrastructure providers, central and local government agencies; parish and town councils; developers, agents and key landowners; relevant national interest groups (eg Racial Equalities Council); relevant local interest groups (eg North and West Gypsy and Traveller Forum); adjoining local authorities, police.
Political oversight	Cabinet of Wiltshire Council

LOCAL DEVELOPMENT DOCUMENT PROFILES	
South Wiltshire Core Strategy	
Role and subject	The South Wiltshire Core Strategy sets out the Council's spatial vision, key objectives and overall principles for development in the former Salisbury District Council area for the period up to 2026. The key objectives of the vision have been derived from an analysis of the former District's characteristics, a review of the former District and County Council's own corporate plans and

	<p>priorities (for example the Sustainable Community Strategy) and national and regional planning guidance. At its heart is the delivery of viable and vibrant communities based on the principles of sustainability.</p> <p>The Core Strategy aims to balance the competing environmental, social, and economic pressures by prescribing a sustainable spatial strategy for the future development of South Wiltshire, this will include the location of strategic sites for new housing and employment development, as well as, policies with which planning applications will be judged.</p> <p>The Core Strategy will include a Key Diagram to show the spatial aspects of the Strategy and include objectives and principles for the whole of South Wiltshire, as well as, policies relating to specific locations within South Wiltshire.</p> <p>It will be a transitional document until the publication of the Wiltshire-wide Core Strategy which will supersede this document.</p>
Geographic coverage	South Wiltshire (former Salisbury district area)
Document type/status	Development plan document
Chain of conformity	National policy and (until revoked) draft regional policy
Timetable	
Stage	Dates
Examination (including hearing and receipt of Inspector's report)	August – October 2011
Adoption	February 2012
Production and participation	
Lead Service	Economy and Enterprise
Other key Services	Sustainable transport, housing, development management, regulatory services, community safety, amenities and leisure, adult care: strategy & commissioning, community leadership & support, schools, children & families, resources, improvements & young people, legal & democratic services and performance & risk.
External stakeholders	Infrastructure providers; central, and local government agencies; parish and town councils; developers, agents and key landowners; relevant national interest groups; relevant local interest groups; adjoining local authorities, police.
Political oversight	Cabinet of Wiltshire Council

LOCAL DEVELOPMENT DOCUMENT PROFILES	
Wiltshire & Swindon Waste Site Allocations (2010-2026)	
Role and subject	<p>The Waste Site Allocations document provides detailed local expression to the Waste Core Strategy in terms of formally identifying 'broad locations' for future waste management facilities for the period up to 2026.</p> <p>The document will share the same plan horizon as the Waste Core Strategy (i.e. 2026). However, as with all DPDs within the Wiltshire Local Development Framework, policies and proposals will be reviewed on a regular basis in line with published Monitoring and Implementation Plans and AMRs.</p>
Geographic coverage	Wiltshire Council and Swindon Borough
Document type/status	Development plan document
Chain of conformity	Wiltshire and Swindon Waste Core Strategy, national policy and (until revoked) draft regional policy
Timetable	
Stage	Dates
Pre-production/survey/community engagement (including site options consultation)	March 2005 – May 2011
Pre-submission consultation	June – August 2011
Processing of representations and submission to the secretary of state	September 2011– February 2012
Submission to secretary of state	February 2012
Examination (including hearing and receipt of Inspector's report)	February – July 2012
Adoption	November 2012
Production and participation	
Lead Service	<p>Economy and Enterprise *</p> <p><i>*Note: Wiltshire Council acts as 'Lead Authority' for the preparation of all Minerals and Waste LDDs, when prepared in partnership with Swindon Borough Council</i></p>
Other key Services	Sustainable transport, Housing, Development Management Services, community safety, amenities and leisure, adult care:

	strategy & commissioning, community leadership & support, schools, children & families, resources, improvements & young people, legal & democratic services and performance & risk. (including key departments within Swindon Borough Council)
External stakeholders	Infrastructure providers; central and local government agencies; adjoining strategic/local authorities; parish and town councils; developers, agents and key landowners; relevant national interest groups; relevant local interest groups; MoD; Wiltshire and Swindon Waste Forum.
Political oversight	Cabinet of Wiltshire Council; Cabinet of Swindon Borough Council

LOCAL DEVELOPMENT DOCUMENT PROFILES	
Wiltshire & Swindon Aggregate Minerals Site Allocations (2010-2026)	
Role and subject	<p>This document provides detailed local expression to the Minerals Core Strategy in terms of formally identifying land for future aggregate mineral working and aggregate recycling facilities.</p> <p>In terms of minerals supply, the key issue for Wiltshire and Swindon relates to the identification of land sufficient to reasonably test the environmental acceptability of meeting the local aggregates apportionment quanta. This testing process commences with the identification of 'broad locations' for new development in the Minerals Core Strategy and finishes with the identification and delivery of new (or expanded) sites.</p> <p>The document will share the same plan horizon as the Minerals Core Strategy (i.e. 2026). However, as with all DPDs within the Wiltshire Local Development Framework, policies and proposals will be reviewed on a regular basis in line with published Monitoring and Implementation Plans and AMRs.</p>
Geographic coverage	Wiltshire Council and Swindon Borough
Document type/status	Development plan document
Chain of conformity	Wiltshire and Swindon Minerals Core Strategy, national policy and (until revoked) draft regional policy
Timetable	
Stage	Dates
Preparation and evidence gathering (including site options appraisals, and informal consultation)	September 2009 – December 2011

Pre-submission consultation	February – March 2012
Processing of representations	April – June 2012
Submission to secretary of state	July 2012
Examination (including hearing and receipt of Inspector's report)	July - November 2012
Adoption	December 2012
Production and participation	
Lead Service	Economy and Enterprise * <i>*Note: Wiltshire Council acts as 'Lead Authority' for the preparation of all Minerals and Waste LDDs, when prepared in partnership with Swindon Borough Council</i>
Other key Services	Sustainable transport, Housing, Development, Regulatory Services, community safety, amenities and leisure, adult care: strategy & commissioning, community leadership & support, schools, children & families, resources, improvements & young people, legal & democratic services and performance & risk. (including key departments within Swindon Borough Council)
External stakeholders	Central and local government agencies; adjoining strategic/local authorities; parish and town councils; developers, agents and key landowners; relevant national interest groups; relevant local interest groups; MoD; Wiltshire and Swindon Minerals Forum.
Political oversight	Cabinet of Wiltshire Council; Cabinet of Swindon Borough Council

OTHER DOCUMENT PROFILES	
Community Infrastructure Levy	
Role and subject	The Community Infrastructure Levy (CIL) is a charge which local authorities in England and Wales are empowered, but not required, to charge on most types of new development in their area. CIL charges are based on simple formulae which relate the size of the charge to the size and character of the development paying it. The proceeds of the levy will be spent on local and sub-regional infrastructure to support the development of the area.
Geographic coverage	Wiltshire Council
Document type/status	Local development document

Chain of conformity	Wiltshire Core Strategy, Infrastructure Delivery Plan
Timetable	
Stage	Dates
Pre-production and evidence gathering /initial consultation	November 2011 – May 2012
Initial consultation	April – May 2012
Preparation, evidence gathering and responding to comments	June – September 2012
Pre-submission consultation	October - November 2012
Processing of representations	December 2012 – January 2013
Submission to secretary of state	February 2013
Examination (including hearing and receipt of Inspector's report)	February - June 2013
Adoption	July 2013
Production and participation	
Lead Services	Economy and Enterprise
Other key Services	Sustainable transport, Housing, Development, Regulatory Services, community safety, amenities and leisure, adult care: strategy & commissioning, community leadership & support, schools, children & families, resources, improvements & young people, legal & democratic services and performance & risk.
External stakeholders	Infrastructure providers; central and local government agencies; adjoining strategic/local authorities; parish and town councils; developers, agents and key landowners; relevant national interest groups; relevant local interest groups;
Political oversight	Cabinet and Capital Assets Committee of Wiltshire Council

GLOSSARY

A guide to the terminology used in this document

Annual Monitoring Report (AMR) - A report on how the Council is performing in terms of the Local Development Framework. It includes a review of the Local Development Scheme's timetable and monitors the success of development plan document policies.

Community Infrastructure Levy (CIL) – A charge levied by the Council on new development to fund the provision of infrastructure and wider community benefits. In order to charge the levy, the Council must have an adopted CIL Charging Schedule. By 2014, the CIL will be the primary mechanism for securing financial contributions from developers.

Community Infrastructure Levy Charging Schedule – A document that sets out the Council's proposals for securing funds from new development. The Charging Schedule must be based upon a robust evidence base (linked to the Infrastructure Delivery Plan and robust viability assessments) and subjected to meaningful consultation. The Schedule will be examined by an independently appointed assessor (generally the Planning Inspectorate); and if found sound, the Council can then charge CIL.

Core Strategy -This is one of the key development plan documents. It sets out the long term vision for the area, and provides the strategic policies and proposals to deliver that vision. The document relates to a wide range of development, but excludes minerals and waste matters.

Development Plan Document (DPD) - A document setting out the Council's planning policies and proposals. They are subject to community involvement, consultation and independent examination. A sustainability appraisal is required for each development plan document.

Local Development Document (LDD) - Any document within the Local Development Framework. They comprise development plan documents, supplementary plan documents and the statement of community involvement.

Local Development Framework (LDF) - This is the term given to the overall folder of local development documents (LDDs). Together the LDDs provide the Local Planning Authority's land use and spatial policies for the area.

Local Development Scheme (LDS) - A three year plan which shows the local development documents to be produced and the timetable for their production.

Planning Inspectorate (PINS) -The government agency responsible for scheduling independent examinations. The planning inspectors who sit on independent examinations are employed by PINs.

Planning Policy Statement (PPS)⁴ - A series of documents setting out the Government's national land use planning policies that will replace the previous Planning Policy Guidance notes.

⁴ The government are in the process of consulting on a national planning policy framework which will replace many, but not all, of these national planning policy statements and guidance.

Proposals Map -A separate Local Development Document which illustrates on an Ordnance Survey base map all the policies and proposals contained in the development plan documents (DPD) and 'saved' policies. It must be revised each time a DPD is submitted to the Secretary of State.

National Planning Policy Framework -

Neighbourhood Planning -

Regional Planning Guidance (RPG) – Originally drafted and adopted by the South West Planning Conference in 1999; and later updated and published by the Department of Transport Local Government and the Regions (DTLR) in 2001. It provides a regional spatial strategy within which Local Plans and Local Transport Plans should be prepared. To be replaced by Regional Strategies (otherwise known as Regional Spatial Strategies).

Regional Strategy (formerly known as Regional Spatial Strategy)⁵ Produced by the South West Regional Assembly. It forms part of the development plan and sets out the Government's policies for the region including the Regional Transport Strategy. It will replace RPG when finally published.

Saved Plan -Under the Planning and Comulsory Purchase Act 2004 Planning Act, adopted Local Plan's have the status of "saved plans" until they are replaced by local development documents.

Saved Policies - The Government has set out procedures for saving adopted local plan policies beyond the period allowed in the Planning Act for saved Local Plans, until they have been replaced by policies in local development documents.

Spatial Planning - Includes economic, social and environmental issues as well as the physical aspects of location and land use.

Sustainability Appraisal (SA) - These are required under national legislation for emerging policy and include consideration of social & economic impacts as well as impacts on the environment. Wiltshire is producing a combined SA and Strategic Environmental Assessment (see below).

Statement of Community Involvement (SCI) – This is a document which sets out how the Council will consult and involve the public at every stage in the production of the Local Development Framework. It also applies to major development control applications. The SCI is not a development plan document.

Strategic Environmental Assessment (SEA) - An appraisal of the impacts of policies and proposals on economic, social and environmental issues, required by European legislation. A combined SEA and Sustainability Appraisal is being undertaken for Wiltshire.

⁵ The Localism Bill being considered by parliament if approved in its current form will change the definition of the development plan and remove reference to regional strategies.

Statutory development plan⁶ -Consists of the Regional Spatial Strategy and development plan documents. The starting point for the determination of planning applications. See 'saved policies' above also.

Supplementary Planning Document (SPD) -This is a local development document which provides additional advice and information relating to a specific policy or proposal in a development plan document (DPD). It does not have DPD status and will not be subject to independent examination.

Supplementary Planning Guidance (SPG) -Additional advice issued by the Local Planning Authority relating to policies in the adopted Local Plan. To be replaced by Supplementary Planning Documents (see above).

⁶ The Localism Bill being considered by parliament if approved in its current form will change the definition of the development plan and remove reference to regional strategies

**Public Participation
Question from Margaret Willmot – Local Development Framework**

Question

Table 3 in Appendix 1 for item 8 lists the Wiltshire LDF evidence base. Under Transport evidence, Salisbury Transport Strategy has a 'date complete/anticipated' of January 2010. This is misleading because although various forecasting & modelling reports were made available in January 2010, together with an Options Assessment Report, there was no 'Salisbury Transport Strategy' available at that date. This is made clear in the South Wiltshire Core Strategy Inspector's report (para 155) when he refers to the Transport Strategy needing to be finalised. The January 2010 Options Assessment Report refers to the next steps needed - refining the strategy, consulting with stakeholders, developing an implementation programme etc.

Can Wiltshire Council confirm that Table 3 will be updated to show which components of Salisbury's Transport Strategy were complete in January 2010 and to provide the timetable for remaining components including a finalised Salisbury Transport Strategy?'

Response

The date of January 2010 does relate to the 'Options Assessment Report' stage of the Salisbury Transport Strategy that was prepared to support the first hearing sessions of the examination into the South Wiltshire Core Strategy. To enable the South Wiltshire Core Strategy to be considered by the Inspector, the emerging Transport Strategy for Salisbury needed to have reached a stage that proved:

- the degree to which the level of growth impacted on the transport network;
- the range of transport interventions potentially required to support growth; and
- the probable costs of those interventions together with an assessment of viability and delivery mechanisms.

This Options Assessment Report was later updated in light of the revised growth figures in time for the reopened examination hearing sessions that took place in August 2011.

Table 3 within the Local Development Scheme seeks to outline the evidence that underpins the Wiltshire Local Development Framework rather than give detailed timelines. Detailed information regarding the development of the emerging Salisbury Transport Strategy, including what has happened and when, is available on the

Council's website. The Strategy is due to be finalised in June 2012 following consultation in the new year. The date for completion of the Strategy will be reflected in Table 3 alongside the January 2010 date, which represents an important milestone in the process for the South Wiltshire Core Strategy and additional text inserted into the table to clarify what each date refers to.

Wiltshire Council

Cabinet
15 November 2011

Subject: The future development of the Young People's Support Service (YPSS)

Cabinet member: Councillor Lionel Grundy – Children's Services

Key Decision: Yes

Executive Summary

The Young People's Support Service (YPSS) is currently responsible for providing educational provision for permanently excluded pupils of secondary school age. This is one of the Council's statutory responsibilities. In May 2011, the YPSS was inspected by Ofsted and placed in special measures.

Radical and robust action is therefore required to bring about the required change. Closure of the existing service would make a complete break with the past and enable a new approach to delivering provision to be implemented. In order to do this a request for closure needs to be made to the Secretary of State. It is highly likely that this would be agreed given the need to transform the current service. Our aspiration for this group of young people is high and the status quo is not an option.

Different proposals have been considered for the future organisation of provision. The Department for Education (DfE) has invited Wiltshire to take part in a trial of 'Alternative Provision' for secondary school pupils excluded from, or at risk of exclusion from school. It is proposed that the Council under the "power to innovate" would delegate to secondary schools its current statutory obligation for the provision of education for permanently excluded pupils with appropriate devolved funding for a pilot three year period. The Council would retain its responsibility for the overall well-being of young people and this would be fulfilled by ensuring that schools delivered provision against a clear specification based on success criteria with robust monitoring and quality assurance processes. The Council would in effect be commissioning schools individually or in groups to deliver this provision.

If secondary schools are directly responsible for the provision for permanently excluded pupils it is likely that young people will follow programmes that are better suited to their needs and therefore secure better achievement, progression and outcomes. This proposal is in line with the current direction of travel as set out in the Education Bill currently before parliament. Taking part in the trial would enable Wiltshire to be in the forefront of national developments.

Proposal(s)

1. Wiltshire accepts the invitation from the Department for Education to join the Alternative Provision trial and, for a three year period, delegate the responsibility for making educational provision for permanently excluded young people to secondary schools, with devolved funding.
2. A request is made to the Secretary of State to close the existing Young People's Support Service from 31 August 2012.
3. Secondary schools are supported in using the devolved funding either individually or in groups to provide high quality alternative provision. The Local Authority provides robust quality assurance of the provision.

Reason for Proposal

This proposal will support better outcomes for the young people who are permanently excluded.

Carolyn Godfrey**Director, Department for Children and Education**

Subject: The future development of the Young People's Support Service (YPSS)

Cabinet member: Councillor Lionel Grundy – Children's Services

Key Decision: Yes

Purpose of Report

1.1 The purpose of this report is to enable measures to be taken to increase the attainment and secure better outcomes for some of the most vulnerable young people within our communities by implementing more effective provision at secondary level. It will make a significant contribution to the Council's goals of "Providing high quality low cost customer focused services," and "Working together to support our communities." It relates particularly to the priorities of "working in partnership to support vulnerable individuals and families" and to "increase opportunities to help young people achieve their potential."

The objective of the project is to create an effective provision for permanently excluded pupils and those at risk of permanent exclusion. The expected outcomes are;

- a. To effect immediate improvements to the existing service (whilst work to develop the new service is underway)
- b. To acquire the Power to Innovate from the Secretary of State for Education
- c. To develop with secondary schools an innovative and effective service specification and delivery mechanism
- d. To close the existing service and launch the new arrangements on the 01 September 2012
- e. The specific expected outcomes from the new arrangements will be:
 - To increase the number of young people with identified behavioural issues making good progress and the numbers achieving 5 grades A*-C (including English and Mathematics) at GCSE
 - To reduce the number of young people permanently excluded
 - To improve progression rates into either further education, for this training or employment

Background

- 2.1 The council has a statutory requirement to provide all children who have been permanently excluded from school with full-time education. Local authorities must provide facilities dedicated to this provision which have the generic title of Pupil Referral Units (PRU). In Wiltshire the facilities and service are referred to as the Young People's Support Service (YPSS). The overall aim of the service is to provide the young people referred to the service with as good a standard of education and appropriate opportunities in life as if they were in the regular school system.
- 2.2 The YPSS consists of four centres: Bridge Centre in Chippenham, Trinity Centre in Trowbridge, Kennet Centre in Devizes, and The John Ivie Centre in Salisbury. The Centres cater for young people who have been permanently excluded or are at risk of being excluded from their mainstream schools.
- 2.3 The Council has recognised that for some time the service required attention and improvement in some areas. In autumn 2010 the Council carried out a full review of the whole service. The conclusions contained a range of long term options for the service, including delegating responsibility for the provision of education for excluded pupils to secondary schools.
- 2.4 In May 2011, the YPSS was inspected by Ofsted. The service was placed in special measure. The report raised concerns in relation to the breadth of the curriculum, attendance and reintegration opportunities.
- 2.5 From a national perspective, PRUs struggle to provide similar performance standards to the mainstream education system and very few achieve good or satisfactory Ofsted assessments.
- 2.6 The Department for Education is keen to promote creative and progressive thinking in the provision of services for excluded young people and those at risk of permanent exclusion. It has launched a trial in order to develop improved alternative provision. The trial involves the participating Local Authorities delegating the responsibility for providing education for permanently excluded young people to their secondary schools. This will be done by using the Power to Innovate to enable Local Authority to work beyond existing regulations. Funding to support the provision will be devolved to secondary schools. The purpose of the trial is to engage secondary schools in taking greater responsibility for the education of permanently excluded young people. This is in line with the proposals in the Education Bill that is currently before parliament. Local Authorities will, however, retain responsibility for the overall wellbeing of young people by quality assuring the provision being made.
- 2.7 It is considered that the current position with the YPSS and the change-potential offered by the DfE initiative represents a clear opportunity to radically improve the service and the outcomes for the young people it serves. The Power to Innovate will enable the Council and schools to design and implement a new and more effective service.

- 2.8 In line with the DfE's preferred direction for this type of service, the project will deliver a fundamental shift by delegating responsibility for securing provision for this group of young people to schools. Either singularly or collectively, working to an agreed framework, with specified outcomes, schools will receive the funding currently used by the Council and provide directly for permanently excluded young people. This approach has been welcomed by the headteachers of secondary schools and endorsed by Schools' Forum. Schools Forum has agreed in principle to the devolution of the funding of YPSS to individual secondary schools on the basis of a formula to be agreed at a future meeting of Schools Forum. Different formulas are currently being analysed.
- 2.9 The YPSS Project will cover all aspects of the work required to close the existing service and launch the new arrangements, with a target completion of 31 August 2012.

Main Considerations for the Council

- 3.1 The purpose of this report is to set out the rationale for a proposed model of service delivery to increase the achievements of some of the most vulnerable young people within our communities. The existing provision is not securing good enough outcomes for young people and in order to meet out aspirations for this group of vulnerable young people a prompt, innovative and sustainable response is needed
- 3.2 A range of options have been considered and analysed and these are set out in section 9 below. There has been extensive consultation with stakeholders and with the DfE.

Environmental and climate change considerations

- 4.1 There is currently no specific environmental impact within this report.

Equalities Impact of the Proposal

- 5.1 This project is likely to have a positive impact on equality by;
- a) Improving the provision for those young people permanently excluded or at risk of permanent exclusion. These young people tend to come from the most disadvantaged socio-economic groups with the lowest attainment and the poorest academic progress. Enhanced provision will improve the attainment and progress of these young people.
 - b) Although provision will be developed by individual secondary schools or groups of schools this will be done against a service specification to ensure that there are not significant differences across the county that could lead to inequalities. The service specification will be supported by a rigorous monitoring process to ensure that quality is maintained.
 - c) Alternative providers from the private and voluntary sector will be

invited to join a register to improve the regulation and quality of provision.

Risk Assessment

6.1 The main risks are set out below:

- The Secretary of State does not approve the closure of the existing YPSS because he does feel that there will be improvements to the Service. This risk is mitigated by the engagement in the DfE trial and the forthcoming changes in the Education Bill.
- The Secretary of State does not award the Power to Innovate and the Service does not improve. Ofsted will find that the Service is inadequate and through this route the Secretary of State is asked to close the Service. If YPSS fails its monitoring visit the DfE could decide that it should be taken over by another provider
- Staff leave YPSS because it is going to close and the Service becomes unsustainable. This risk is mitigated through regular communication with staff, staff 1:1s and development of a new role for staff with schools or other providers.
- Some schools fail to deliver provision of sufficient quality or there is inequality of provision. This risk will be managed through the quality assurance measures currently being developed including a framework agreement and service specification documents. The Local Authority will also support schools to facilitate the new arrangements.
- A full risk register is in place and is being managed by the Project Group.

Financial Implications

7.1 There are the following financial considerations

- a. Funding for the delivery of provision will be devolved to secondary schools and will be based on the existing budget of £2.3 million. Schools Forum will agree the preferred methodology for the allocation of funding to schools and the final level of funding to be devolved in the 2012/13 budget setting process. This will not be less than the current budget for the service.
- b. Funding will need to be identified to meet the cost of any redundancies as a result of the closure of the existing YPSS. This cost will need to be borne between the Council's revenue budget and the Dedicated Schools Grant and there is currently provision across both areas to enable costs to be met. The full cost of any redundancies cannot be finalised at this stage.

- c. Any need for any suitable offsite provision will become clearer once schools have produced their detailed proposals. In the long term some or all of it may be addressed through the Workplace Transformation Project and the development of community campuses.

Legal Implications

- 8.1 The transfer of the responsibility for the provision of permanently excluded young people from the Local Authority to schools will be a change to the current legal position. This will be done through an application for the power to innovate which will be submitted in November 2011 if Cabinet approves the proposal.
- 8.2 The Human Resources and Legal departments are fully involved with the project group to manage any personnel implications.

Options Considered

- 9.1 Consideration has been given to maintain the existing service with an internal manager leading the service. The complex nature of the service operating over four geographical dispersed centres means that this would require substantial long term management capacity. As the direction within the Education Bill is for schools to take greater responsibility for all pupils it seems more sensible to lay the foundations for a more sustainable solution directly involving schools. This is not therefore the preferred recommendation.
- 9.2 The option of a single special school taking over the running of the service was also considered. Following discussion it was agreed that no single school had the capacity to manage the whole of YPSS. Whilst this option is therefore not the preferred option, our special schools are likely to play a key role in the development of improved provision.
- 9.3 A third option considered was the devolution of funding to the existing secondary school federations. However, the Federations were developed largely to implement the 14-19 strategy and in particular the introduction of diplomas. The existing Federations are not necessarily the right configurations for making provision for permanently excluded young people, and therefore devolution of funding to individual schools is the preferred option. Schools can then have flexibility in terms of making their own provision or joining with others.
- 9.4 A fourth option considered was to outsource the service. There are clearly a number of organisations who have developed some expertise in this area. However, the time involved in outsourcing would take at least twelve months and would cause a significant delay at a time when prompt action is essential. It is however likely that schools will either singly or collectively work with the private and voluntary sector in securing provision.
- 9.5 Option 5 is the preferred option. This option proposes that funding is devolved to individual secondary schools to enable them to take

responsibility for securing provision for young people who have been permanently excluded and those at risk of exclusion. Schools could decide to operate as an individual school or operate as a partnership. It would make it possible for one school, for example Springfields, to offer to make provision on behalf of a group of schools. Equally a school, or a group of schools, could decide to employ a private or voluntary sector provider, or, providers, to deliver all or some aspects of the service. It also makes it possible for the existing YPSS Centres to continue to operate by providing traded services. There could be a risk in such an approach of provision being inconsistent across the County. This would be addressed by secondary schools being asked to submit their proposals individually or as groups against a clear service specification. | Proposals would be scrutinised and modified if necessary to ensure both consistency and quality.

Conclusions

10.1 Overall, therefore, closing the existing YPSS, accepting the DfE's invitation to be part of its trial and transferring responsibility for the provision for permanently excluded young people directly to individual secondary schools as in option 5 is the most effective way to improve the quality of provision. It represents a move to greater local control which is in line with Wiltshire Council's business plan. It does so in a way that creates the maximum flexibility underpinned by sufficient safeguards to protect quality and consistency. It will also enable Wiltshire Schools to begin to prepare to take on the responsibility which is likely to fall to all schools nationally under the current Education Bill.

Proposal

1. Wiltshire accepts the invitation from the Department for Education to join the alternative provision trial and, for a three year period, delegate the responsibility for making the provision for permanently excluded young people to schools with devolved funding.
2. A request is made to the Secretary of State to close the existing Young People's Support Service from 31 August 2012.
3. Secondary schools are supported in using the devolved funding either individually or in groups to provide high quality alternative provision. The Local Authority provides robust quality assurance of the provision provided by schools

Reason for Proposal

This proposal will support better outcomes for young people who are permanently excluded.

Carolyn Godfrey, Director, Department for Children and Education

Report Author: Mark Brotherton

Head of Targeted School and Learner Support
Schools and Learning Branch
Department for Children and Education
01225 713835

02 November 2011

Background Papers

None

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Workstream/Project Name : YPSS Project

Baseline Date (Date Compiled) 5th September 2011

Workstream Lead / Project Manager : Mark Brotherton

Revised Date 31st October 2011

Ref.	Risk	Cause / Impact	Risk Owner	Controls fully in place to manage the risk	Current Risk Rating				Further Actions necessary to manage the risk	Owner of Risk Action	Date for completion of action	Progress on actions	Target Risk Rating				Date reviewed
					Impact	Likelihood	Risk score	Level of risk					Impact	Likelihood	Risk score	Level of risk	
	Examples: Ability to ... Management of ... Failure to ... Lack of ... Inappropriate ... Opportunity to ...	What is the cause of the risk? What will the impact be?	Who is responsible for the risk?	What controls are fully in place now?	See impact scoring matrix	See likelihood scoring matrix	Risk score	Level of risk	Do you accept this level of risk? If yes, no further action is required. If no, decide what further actions need to be taken to manage the risk and list them here.	Identify officers responsible for each action	Agree deadline	Comment on what progress has been made and any problems or delays	See impact scoring matrix	See likelihood scoring matrix	Risk score	Level of risk	Date of last review and update
R001	Secretary of State does not approve closure of existing YPSS	SoS feels that closure will not lead to the necessary improvements in the service; should not result in any major change of direction for the project and the new service.	Mark Brotherton	Setting up the project demonstrates clear commitment to transforming the service; Business Case contains explanation and justification; all will be captured in the application to SoS.	1	1	1	Low	Continued engagement with SoS required; acquire support from schools for the new service model and communicate to SoS	Mark Brotherton, Martin Cooper	Ongoing - application on 11th Nov		4	1	4	Low	
R002	Failure to implement new service due to Secretary of State decision on awarding the Power To Innovate	Failure to secure approval to become part of the pilot scheme and be granted the Power To Innovate will result in a major change of direction or possible cancellation of the project in its current form.	Mark Brotherton	Original application was submitted in early 2011; SoS invited us to re-apply, inferring good prospects of success; clear direction of travel and commitment to the pilot already demonstrated through project set-up; all to be captured in the application to SoS.	4	1	4	Low	Low risk so existing controls are expected to be sufficient; could communicate schools' support for the new delivery model if necessary; could emphasise the improved outcomes for young people	Mark Brotherton, Martin Cooper	Application on 11th Nov		4	1	4	Low	
R003	Failure to effect sufficient immediate improvements to the service through 11/12 prior to implementing new service	Failure to implement the current Ofsted Action Plan to improve the service and/or a poor Ofsted inspection could result in the DfE requesting the take-over of the service, and will disadvantage the young people currently in the service; would prove a major distraction to the Project Team and reduce capacity to work towards new service.	Martin Cooper	Manage and monitor the implementation of the Ofsted Action Plan; ensure YPSS is suitably prepared and supported for the scheduled Ofsted inspections; regular communications with and feedback from staff; YPSS Executive Board to oversee implementation of Action Plan and performance.	2	4	8	Medium	Improve communications with staff to ensure motivation and commitment towards improving the service; secure and deploy additional temporary resources to support centre staff.	Martin Cooper, DCE Finance?	First inspection in Oct/Nov date tbc		2	2	4	Low	
R004	Lack of support from all or some of the schools for the new service model due to funding concerns, capacity/ability to deliver, or on general principle.	Some schools may oppose the transfer of responsibility for YPSS; schools may fail to agree on the best way of delivering the service collectively or singularly; could result in the council remaining responsible for all or part of the service.	Mark Brotherton	Schools being provided with initial info pack including financial info; presentations to be given at WASSH and Federation meetings; specific meeting arranged with Headteachers; surgeries arranged; all measures to encourage schools to be enthused to take advantage of the opportunity.	4	2	8	Medium	Targeted engagement with specific schools if necessary; additional work to illustrate potential options and highlight benefits of new service; contingency to use the money that would have been devolved to schools to buy provision for the students involved.	Mark Brotherton, Martin Cooper	Proposal to be considered by schools from 5th Sept. Additional actions if necessary following feedback		2	2	4	Low	
R005	Lack of support from all or some of the schools for the specific reason that capital investment is required for them to provide the necessary facilities.	Schools may not have adequate facilities from which to deliver the service and would require capital investment from us to do so; if capital is not available schools may resist taking responsibility for the service which may result in the failure of the pilot and new service.	Mark Brotherton	Audit of existing facilities that could be used by schools as off-site provision is being undertaken, details will be given to schools as part of initial information.	4	2	8	Medium	Assist schools with a plan to develop accommodation with appropriate funding needs; further explore the facilities that could be made available through the council's own property portfolio; full analysis of existing/new specialist providers and the facilities they may have to support the service.	Mark Brotherton, Martin Cooper	Ongoing from 5th Sept.		3	2	6	Medium	

Ref.	Risk	Cause / Impact	Risk Owner	Controls fully in place to manage the risk	Current Risk Rating				Further Actions necessary to manage the risk	Owner of Risk Action	Date for completion of action	Progress on actions	Target Risk Rating				Date reviewed
					Impact	Likelihood	Risk score	Level of risk					Impact	Likelihood	Risk score	Level of risk	
R006	Loss of existing YPSS staff before the implementation of the new service due to uncertainty over future and impending 'closure' of existing YPSS	Service may suffer from haemorrhaging of staff due to uncertainty about their future employment and roles; could result in failure to provide adequate service, problems with Ofsted, and failing young people currently in the service.	Martin Cooper	Regular communication and engagement with staff throughout the project including regular newsletter, centre meetings, staff 1-to-1's; illustrate as possible the role staff may perform in the new service; encourage staff to retain focus on young people in the service	4	3	12	High	Consider contingency plans for additional temporary staff; provide opportunity for YPSS to make proposals to operate as a traded service; develop proposals to create employment opportunities for staff via schools or specialist providers.	Mark Brotherton, Martin Cooper, DCE Finance?			3	2	6	Medium	
R007	Failure of new delivery model to provide improved service and outcomes for young people.	Individual or collections of schools may fail to deliver the service at a suitable quality standard; young people would continue to be disadvantaged as a result, potential risk of further Ofsted intervention (see R003)	Mark Brotherton, Martin Cooper	Service Specification and Framework Agreement provide clear understanding of the standards expected and the outcomes required for young people;	4	1	4	Low	Process of monitoring and reporting and over-arching governance arrangements to be developed to support the new service once implemented.	Mark Brotherton, Martin Cooper	October onwards		2	1	2	Low	
R008	Failure of alternative providers to meet required safeguarding standards.	If alternative providers are not considered to have adequate and satisfactory safeguarding measures, schools will have difficulty in buying in provision.	Mark Brotherton, Martin Cooper	Assessment criteria developed and in place to ensure that providers know what is expected of them; register of potential providers being developed;	4	2	8	Medium	Need to establish, in partnership with the schools, a regime for ongoing monitoring and assessment of providers in the new service model.	Mark Brotherton, Martin Cooper	December onwards		2	1	2	Low	
R009	Insufficient number of suitable providers able to meet the demand for the new service.	As this is a new opportunity, sufficient numbers of suitable providers may not yet exist which could result in capacity problems and a failure to deliver/improve the service	Mark Brotherton, Martin Cooper	Audit of existing providers has been undertaken	3	2	6	Medium	Review results of audit and analyse provider capacity; develop proposal to enable YPSS to operate as a traded service and therefore fill any provider capacity gap	Martin Cooper, Tom Smith	September onwards		2	2	4	Low	
R011	Failure to identify & correctly apply TUPE requirements for YPSS staff through the process of YPSS closure & development of new provision.	Existing provision will be completely redesigned with different approaches being adopted by federations & schools. Understanding & identifying whether staff in the current YPSS will be individually or collectively in scope of TUPE will remain a challenge as future delivery models are proposed & agreed. Incorrect assessment of TUPE position could lead to staff claims, legal challenge, reputational & financial damage.	Mark Brotherton, Lorraine Nolan	YPSS Steering Group membership includes HR Business Partner & Solicitor. Assessment of proposals for future provision will include HR/Legal comment on the potential TUPE implications of each proposal. Ongoing comms with feds & schools to provide early perspective on the TUPE implications of their proposals.	3	2	6	Medium	?? Develop an HR TUPE 'gateway' step in the process for assessing each of the proposals - develop standard format for the HR response & subsequent feedback to feds & schools. ??	Lorraine Nolan (?)	November		3	1	3	Low	
							0								0		
							0								0		

Wiltshire Council Impact Scoring Criteria

Score	Effect on service	Embarrassment/ reputation	Personal safety	Personal privacy infringement	Failure to provide statutory duties/meet legal obligations	Financial	Effect on project objectives/ schedule deadlines	ICT	Environment
4 Significant	Major loss of service, including several important areas of service and/ or for a protracted period Service disruption 5+ days	Adverse and persistent national media coverage Adverse central government response, involving (threat of) removal of delegated powers Officer(s) and/ or Members forced to resign	Death of an individual or several people	All personal details compromised/ revealed	Litigation/ claims/ fines from Departmental £250k+ Corporate £500k+	Costing over £1m Major increase on up to 75% of budget	Complete failure of project/ extreme delay - 3 months or more All benefits fail to be realised	Total replacement of existing system Major redevelopment required Substantial impact on service	Significant/ excessive emissions to land, air or water; or disruption to plant and/ or animal life with long term effects (over 5yrs)
3 Moderate	Complete loss of an important service area for a short period Moderate effect to services in one or more areas for a period of weeks Service disruption 3-5 days	Adverse publicity in professional/ municipal press, affecting perception/ standing in professional/ local government community Adverse local publicity of a major and persistent nature	Severe injury to an individual or several people	Many individual personal details compromised/ revealed	Litigation/ claims/ fines from Departmental £100k to £250K Corporate £250k to £500k	Costing between £250k and £1m Up to 50% of budget	Significant impact on project or most of expected benefits fail/ major delay of 2-3 months Majority of benefits fail to be realised	Major configuration of existing system Disruption to service	Severe emissions to land, air or water; or disruption to plant and/ or animal life with medium term effects (3-5yrs)
2 Minor	Minor effect to an important service area for a short period Adverse effect to services in one or more areas for a period of weeks Service disruption 2-3 days	Adverse local publicity/ local public opinion aware Statutory prosecution of a non-serious nature	Minor injury to an individual or several people	Some individual personal details compromised/ revealed	Litigation/ claims/ fines from Departmental £25k to £100k Corporate £50k to £250k	Costing between £50k and £250k Up to 25% of budget	Adverse effect on project/ significant slippage of 3 weeks - 2 months Some benefits fail to be realised	Basic IT requirements. Some minor configuration Minimal disruption to service	Limited emissions to land, air or water; or disruption to plant and/ or animal life with short term effects (up to 2yrs)
1 Insignificant	Brief disruption of important service area Significant effect to non-crucial services area Service disruption 1 day	Contained within section/ Unit or Directorate Complaint from individual/ small group, of arguable merit	Slight injury or discomfort to an individual or several people	Isolated individual personal details compromised/ revealed	Litigation/ claims/ fines from Departmental below £25k Corporate below £50k	Costing less than £50k Up to 10% of budget	Minimal impact to project Slight delay less than 3 weeks Minimal benefits fail to be realised	Basic IT requirements met No disruption to service	Negligible emissions to land, air or water; or disruption to plant and/ or animal life with no lasting effects (Current)

NB: Not all categories may apply to each risk. You need to come to a management consensus among your group.

Scoring criteria for likelihood

SCORE	DESCRIPTION	INDICATORS
4 Almost Certain	More than 75% chance of occurrence	Regular occurrence Circumstances frequently encountered -daily/weekly/monthly
3 Possible	40% - 75% chance of occurrence	Likely to happen at some point within the next 1-2 years Circumstances occasionally encountered (few times a year)
2 Unlikely	10% - 40% chance of occurrence	Only likely to happen 3 or more years
1 Rare	Less than 10% chance of occurrence	Has happened rarely/never before

Wiltshire Council

**Cabinet
15 November 2011**

Subject: Interim Report on Treasury Management Strategy 2011-12

Cabinet Member: Councillor John Brady Finance, Performance and Risk

Key Decision: No

Executive Summary

The Council has adopted a Treasury Management Strategy and an Annual Investment Strategy (AIS) for 2011-12.

In addition to an Annual Report, the policy requires this interim report reviewing the Treasury Management Strategy (TMS), which covers the period 1 April to 30 September 2011.

Proposal

The Cabinet is asked to note the contents of this report in line with the Treasury Management Strategy.

The Cabinet is also asked to ratify a short term investment decision carried out on 15 June 2011, as detailed in the main report at paragraphs 37 and 38.

Reasons For Proposals

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

To obtain Cabinets ratification of an investment outside the duration limit.

Michael Hudson
Chief Finance Officer

Wiltshire Council

**Cabinet
15 November 2011**

Subject: Interim Report on Treasury Management Strategy 2011-12

Cabinet Member: Councillor John Brady Finance, Performance and Risk

Key Decision: No

Background & Purpose of Report

1. The Council adopted a Treasury Management Strategy for 2011-12 at its meeting on 22 February 2011, incorporating Prudential Indicators (Prls), Treasury Management Indicators (Trls) and an Annual Investment Strategy, in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
2. The Council agreed that in addition to an Annual Treasury Report reviewing the year as a whole, an interim report would be submitted to Cabinet reviewing the Treasury Management Strategy. This is an interim report covering the period from 1 April to 30 September 2011.

Main Considerations for the Cabinet

3. This report reviews management actions in relation to:
 - a) the Prls and Trls originally set for the year and the position at 30 September 2011;
 - b) other treasury management actions during the period; and
 - c) the agreed Annual Investment Strategy.
4. The Cabinet is also asked to ratify a short term investment placed on 15 June 2011, as detailed in the main report at paragraphs 37 and 38.

Review of Prudential and Treasury Management Indicators and Treasury Management Strategy for 2011-12

5. The following is a review of the position on the key prudential and treasury indicators for the six months to 30 September 2011.
6. A full listing of the indicators required by the CIPFA Prudential Code, Treasury Management Code and Treasury Management Guidance Notes are given in Appendix 1.

7. Later in the year (28 March 2012), subject to the prior 'passing' of the Localism Bill, this Council will need to borrow an additional £119 million as a result of the reform of the Housing Revenue Account (HRA) Subsidy Scheme. This borrowing will be kept within a separate (HRA) loan pool.
8. The additional HRA borrowing has not been taken account of within this review of prudential and treasury management indicators and treasury management strategy for 2011-12 as the current strategy, under which the review is taken, excludes it.
9. An updated Treasury Management Strategy for 2011-12 is being prepared for approval by the Cabinet and full Council at a future meeting, which will include amended prudential indicators to reflect the new borrowing requirement for HRA subsidy reform.

Key Prudential Indicators

Prl 2 – Ratio of Financing Costs to Net Revenue Stream

	2010-11 Actual Outturn	2011-12 Original Estimate	2011-12 Revised Estimate
Financing Costs as a percentage of net revenue budget	5.8%	6.6%	6.3%

10. The revised estimate for 2011-12 is marginally lower than the original due to a reduction in financing cost estimates and a small increase in the amount to be met from Government grant and local taxation figure. It is higher than the 2010-11 actual, mainly due to the decrease in the level of expected grant income.

Prl 4 – Net Borrowing compared to Capital Financing Requirement (CFR)

	2010-11 Actual Outturn £ million	2011-12 Original Estimate £ million	2011-12 Revised Estimate £ million
Capital Financing Requirement	320.4	373.0	379.9
Net Borrowing	163.1	215.2	190.2
Unused Capital Financing Requirement	157.3	157.8	189.7

11. Prl 4 measures the so called "Golden Rule" which ensures that over the medium term net borrowing is only for capital purposes.
12. The main reasons for the difference in the 2011-12 revised and original estimates are: the movement in the capital financing requirement; additional borrowing now anticipated since the original estimate was formulated; and the

revision of the level of short term investments likely to be held at the end of 2011-12.

Key Treasury Management Indicators within the Prudential Code

13. The Operational Boundary and Authorised Limit detailed below are control limits and do not compare with actual borrowing figures as capital funding requirements are not automatically taken as loans and may be funded from cash balances.

Trl 1 – Authorised Limit for External Debt

Authorised Limit	2011-12 £ million	2012-13 £ million	2013-14 £ million
Borrowing	453.0	499.7	504.6
Other Long Term Liabilities	0.2	0.2	£0.2
TOTAL	453.2	499.9	504.8

14. The External Debt limit includes a margin above the Operational Boundary to allow for any unusual or unpredicted cash movements. The limit has not been exceeded in the reporting period.

Trl 2 – Operational Boundary for External Debt

Operational Boundary	2011-12 £ million	2012-13 £ million	2013-14 £ million
Borrowing	393.8	434.5	438.8
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	394.0	434.7	439.0

15. The Operational Boundary is set at a limit that facilitates the funding of the Council's entire financing requirement through loans, if this was the most cost effective approach. The limit was set to anticipate expected expenditure and has not been exceeded during the reporting period (maximum borrowing during the period was £245.2 million).

Trl 3 – External Debt

	31/03/11 Actual £ million	30/09/11 Actual £ million	31/03/12 Expected £ million
Borrowing	245.2	245.2	280.2
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	245.4	245.4	280.4

16. Trl 3 shows the gross External Debt outstanding, both long-term loans and temporary borrowing. No long term loans were repaid in first half of 2011-12. The figure for actual borrowing at 31 March 2011 is stated at the amount that reflects actual outstanding external borrowing at the end of 2010-11 (i.e.

excluding accounting adjustments, such as accrued interest and effective interest rate adjustments).

17. The increase of £35 million in borrowing between the end of September 2011 and the expected position at the end of the current financial year is the anticipated additional borrowing required to fund planned capital expenditure.

Key Treasury Management Indicators within the Treasury Management Code

Trl 6 – Principal Sums invested for periods of longer than 364 days

18. This Prl is now covered by the Annual Investment Strategy for 2011-12, which set a limit of £30 million. During the first six months of 2011-12 no cost effective investments have been identified. The Authority however holds a number of on-call deposit accounts and money market funds, which offer both an attractive interest rate, some of which track the bank rate, and instant access for flexibility of cash management.

Trl 7 - Local Prudential Indicator

19. In addition to the main maturity indicators it was agreed no more than 15% of long term loans should fall due for repayment within any one financial year. The maximum in any one year is currently 5.3% (£13 million) in both 2052-53 and 2053-54. A summary maturity profile is shown in Appendix 2.

Other Debt Management Issues

Debt Rescheduling

20. No opportunities to reschedule PWLB debt have been identified during the period, mainly because of the high level of premiums payable for early repayment of debt. This is continually monitored and any opportunities to reschedule cost effectively will be considered, should they arise.

Cash Surpluses and Deficits

Short Term Surpluses and Deficits

21. Any short term cash surpluses or deficits have been managed through temporary deposits or loans, respectively. Temporary deposits outstanding at 30 September 2011 amounted to £104.5 million, including outstanding Icelandic bank deposits, shown at their current estimated recoverable amounts, as detailed in Appendix 3.
22. In terms of the position in respect of the £12 million investment caught up in the collapse of the Icelandic banks, Heritable (£9 million) and Landsbanki (£3 million), the Council has so far received circa £5.8 million from Heritable (about 65p in the £) and nothing as yet from Landsbanki.

23. On Friday, 28 October 2011 the Supreme Court delivered its judgement in relation to the Landsbanki (and Glitnir) appeals, in which it upheld the decision of the District Court and ordered that the deposits placed by the test case UK wholesale depositors, including local authorities, Wiltshire Council being one, **have priority status** in the winding up of the banks, which means that they (we) will be repaid first in the winding-up process. This decision, which comes more than 3 years after the banks failed, is a huge victory. The Supreme Court is the highest court in Iceland and there is no further right of appeal and its decision is final.
24. Current indications are that the Council, together with the other test case UK wholesale depositors, will recover 98% of its deposit in Landsbanki (i.e. for Wiltshire Council circa £2.94 million return on the original £3 million investment). This represents a slight increase on the indicative recovery rate before the ruling.
25. The winding-up boards have yet to confirm when they will start making distributions to priority creditors, although our legal advisers anticipate that this process will begin shortly.
26. The full effect on Wiltshire Council, in terms of the financial implications of the ruling, will not be known until the Landsbanki Winding-up Board issue details of the intended repayment process. As soon as the Winding-up Board have made these details available to us, we can assess the Council's final position in this respect and update members.

Longer Term Cash Balances

27. Interest rate movements in the period have not provided many opportunities for an increased return by longer term investment of the more permanent cash surpluses, such as the PFI Sinking Fund. Funds have been invested 'short' during the period, in the light of the continuing uncertainty of the current financial climate, particularly the ongoing Euro zone sovereign debt issues. However, there have been opportunities to invest, within the Councils approved Treasury Management Strategy in (UK) banks which have offered "special tranche rates" for periods of six to twelve months.
28. During the first six months of 2011-12 two such investments were placed at favourable interest rates: one with Barclays for seven months and another with Lloyds for 12 months. Further details are shown in Appendix 3.

Investment Strategy

29. All investments have been conducted within the agreed Annual Investment Strategy and made only to authorised lenders within the Council's high credit rating policy.
30. Our treasury advisers provide a weekly credit rating document and updates on any changes in ratings between one weekly credit rating document and the next. Ratings are monitored and any changes reflected in a revised lending

list and any action considered appropriate is taken. The advisers also provide details of credit default swap spreads, which indicate default risk, if any. These are also taken into account in preparing and updating the Council's lending list.

31. The credit worthiness service has been progressively enhanced and now uses a sophisticated modelling approach, with credit ratings from all three rating agencies – Fitch, Moodys and Standard and Poors, forming the core element. However, it does not rely solely on the current credit ratings of counterparties but also uses the following as 'overlays':
 - a) credit watches (typically resolved over a relatively short period) and credit outlooks (indicates the direction a rating is likely to move over a one to two-year period) from credit rating agencies;
 - b) CDS spreads to give early warning of likely changes in credit ratings; and
 - c) sovereign ratings to select counterparties from only the most creditworthy countries
32. This modelling approach combines credit ratings, credit watches, credit outlooks and CDS spreads in a weighted scoring system for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are also used by the Council to determine the duration for investments and are therefore referred to as durational bands. The Council is satisfied that this service now gives a much improved level of security for its investments. It is also a service which the Council would not be able to replicate using in house resources.
33. The selection of counterparties with a high level of creditworthiness will be achieved by selection of institutions down to a minimum durational band within the weekly credit list of worldwide potential counterparties provided by the Council's treasury advisers. The Council, where it is considered appropriate and in line with its whole investment strategy, will therefore use counterparties within the following durational bands:
 - a) Yellow – 5 years (a new category introduced by the treasury advisers late in 2010 to cover AAA rated Government debt or its equivalent, including a new investment instrument – collateralised deposits, where the investment is secured only against local authority debt, namely LOBOs, making them effectively government exposure);
 - b) Purple – 2 years;
 - c) Blue – 1 year (only applies to nationalised or semi nationalised UK Banks and their subsidiaries);
 - d) Orange – 1 year;
 - e) Red – 6 months;

- f) Green – 3 months; and
 - g) No Colour – not to be used.
34. At the present time while markets are volatile, particularly as a consequence of Euro Zone 'sovereign debt worries', Sector have amended all ratings to Green, with a duration limited to three months (**with the exception of those covered by the Blue, one year rating, which only applies to nationalised or semi nationalised UK Banks and their subsidiaries**). All of the investments, bar one discussed in paragraphs 35 and 36 below are within the suggested maturity period. Members will note some have no fixed maturity date, in these instances we take advantage of the market rate and recall these within the maturity period dictated to by our advisors rating. This allows flexibility as ratings change to be balanced against the opportunity to gain higher rates.
35. Ratings outside this structure include those that apply to local authorities, which are rated as AAA and Money Market Funds the Council may place investment in, also rated AAA.
36. The above ratings are incorporated within the approved Investment Strategy as detailed within the Treasury Management Strategy 2011-12 and the current ratings have been shown against the deposits outstanding in Appendix 3.

Ratification of Investment Decision

37. On 15 June 2011 an opportunity arose to take advantage of a special deposit from Barclays Bank, which offered enhanced rates. The maximum duration of investments with the bank at the time the investment was placed was six months, however, the enhanced rate was applicable to a seven month deposit. As this was only one month in excess of the recommended duration, delegated authority was used, through the Chief Accountant and Section 151 Officer, and the investment of £15 million was placed at an annual interest rate of 1.12% (the equivalent rate for six months was not enhanced and stood at 1.04%). The decision was based on the view that there was minimal additional risk (as Barclays Bank is considered creditworthy, within the credit criteria parameters and the cash will only be 'tied up' for a further month) for an enhanced return. Interest on maturity will be £98,000, representing a gain of £10,000, based on the alternative investment of £15 million for six months at 1.04% and a further month 'on call' (in a call account) at 0.80%.
38. The Council's Financial Regulations and Treasury Management Policy require that the decision is ratified by Cabinet in consideration of the treasury management indicators.

Environmental and Climate Change Considerations

39. a) to d) None have been identified as arising directly from this report.

Equalities Impact of the Proposal

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

Risk Assessment and Financial Implications

41. All investment has been at fixed rates during the period. The Council's current average interest rate on long term debt is 4.212%, which, according to the latest available information, remains one of the lowest rates amongst UK local authorities.

Legal Implications

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

Options Considered

43. The opening of further Money Market Funds (MMFs) has been considered and meetings have taken place during the reporting period with appropriate organisations. Reviews are ongoing and it is intended to consider opening additional MMFs but as yet no further funds have actually been opened. MMFs provide an alternative to call accounts and offer the advantage of diversification of investments, freeing up other 'instant access', whilst paying a higher return than that gained from placing the cash on fixed short term, or overnight (with HSBC), deposit.
44. Interest rates are expected to remain low for the short to medium term, with current indications that there will not be a rise in the Bank Rate until September 2013 (Source: Sector Treasury Services Limited). Consequently, longer term investments have been considered as an enhancement to the Council's investment portfolio, resulting in the placing of funds, at an extremely competitive interest rate, with Lloyds Bank for 12 months and Barclays for seven months.
45. PWLB rates were monitored for opportunities to take out loans in advance of need. As there was no immediate necessity to borrow, rates were regularly scrutinised, however, no loans were taken out during this reporting period.

Conclusion

46. The Cabinet is asked to note the contents of this report in line with the Treasury Management Strategy.
47. The Cabinet is also asked to ratify the delegated decision to invest outside the duration limit.

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Chief Finance Officer

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Background Papers

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

Appendices

- Appendix 1 Prudential and Treasury Indicators for 2011-12, 2012-13 & 2013-14
- Appendix 2 Summary of Long Term Borrowing 1 April 2011 – 30 September 2011
- Appendix 3 Summary of Temporary Loans and Deposits 1 April – 30 September 2011

Prudential and Treasury Indicators for 2011-12, 2012-13 & 2013-14

Prudential Indicators

Prl 1 – Capital Expenditure

1. The table below shows the revised figures for capital expenditure based on the current capital approved budget.

	2010-11 Actual Outturn	2011-12 Original Estimate	2011-12 Revised Estimate	2011-12 Actual To date 30/09/11
	£ million	£ million	£ million	£ million
Capital Expenditure	114.6	146.9	114.3	59.9

2. The revised estimate for 2011-12 is lower than the original estimate because of the reprogramming of schemes from 2011-12 to 2012-13 since the previous estimate was formulated.
3. The Capital Programme is monitored closely throughout the year and progress on the programme is reported to the Cabinet Capital Asset Committee (CCAC). A report for the four month period to the end of July 2011 was taken to CCAC on 14 September 2011. The six month position at the end of September 2011 will be taken to the CCAC meeting on 15 November 2011.

Prl 2 – Ratio of Financing Costs to Net Revenue Stream

	2010-11 Actual Outturn	2011-12 Original Estimate	2011-12 Revised Estimate
Financing Costs as a percentage of net revenue budget	5.8%	6.6%	6.3%

The revised estimate for 2011-12 is marginally lower than the original due to a reduction in financing cost estimates and a small increase in the amount to be met from Government grant and local taxation figure. It is higher than the 2010-11 actual, mainly due to the decrease in the level of expected grant income.

Prl 3 – Estimate of Incremental Impact of Capital Investment Decisions on the Council Tax

4. This indicator is only relevant at budget setting time and for 2011-12 was calculated as being £3.15.

Prudential and Treasury Indicators for 2011-12, 2012-13 & 2013-14

Prl 4 – Net Borrowing compared to Capital Financing Requirement (CFR)

	2010-11 Actual Outturn £ million	2011-12 Original Estimate £ million	2011-12 Revised Estimate £ million
Capital Financing Requirement	320.4	373.0	379.9
Net Borrowing	163.1	215.2	190.2
Unused Capital Financing Requirement	157.3	157.8	189.7

5. Prl 4 measures the so called “Golden Rule” which ensures that over the medium term net borrowing is only for capital purposes.
6. The main reason for the difference in the 2011-12 revised and original estimates are: the movement in the capital financing requirement; additional borrowing now anticipated since the original estimate was formulated; and the revision of the level of short term investments likely to be held at the end of 2011-12.

Prl 5 – Compliance with the CIPFA Code of Practice for Treasury Management in the Public Services

7. All actions have been compliant with the CIPFA Code of Practice.

Treasury Management Indicators within the Prudential Code

8. The Operational Boundary and Authorised Limit detailed below are control limits and do not compare with actual borrowing figures as capital funding requirements are not automatically taken as loans and may be funded from cash balances.

Trl 1 – Authorised Limit for External Debt

Authorised Limit	2011-12 £ million	2012-13 £ million	2013-14 £ million
Borrowing	453.0	499.7	504.6
Other Long Term Liabilities	0.2	0.2	£0.2
TOTAL	453.2	499.9	504.8

9. The External Debt limit includes a margin above the Operational Boundary to allow for any unusual or unpredicted cash movements. The limit has not been exceeded in the reporting period.

Prudential and Treasury Indicators for 2011-12, 2012-13 & 2013-14

Trl 2 – Operational Boundary for External Debt

Operational Boundary	2011-12 £ million	2012-13 £ million	2013-14 £ million
Borrowing	393.8	434.5	438.8
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	394.0	434.7	439.0

10. The Operational Boundary is set at a limit that facilitates the funding of the Council's entire financing requirement through loans, if this was the most cost effective approach. The limit was set to anticipate expected expenditure and has not been exceeded during the reporting period (maximum borrowing during the period was £245.2 million).

Trl 3 – External Debt

	31/03/11 Actual £ million	30/09/11 Actual £ million	31/03/12 Expected £ million
Borrowing	245.2	245.2	280.2
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	245.4	245.4	280.4

11. Trl 3 shows the gross External Debt outstanding, both long-term loans and temporary borrowing. No long term loans were repaid in first half of 2011-12. The figure for actual borrowing at 31 March 2011 is stated at the amount that reflects actual outstanding external borrowing at the end of 2010-11 (i.e. excluding accounting adjustments, such as accrued interest and effective interest rate adjustments).
12. The increase of £35 million in borrowing between the end of September 2011 and the expected position at the end of the current financial year is the anticipated additional borrowing required to fund planned capital expenditure.

Treasury Management Indicators within the Treasury Management Code

Trl 4a – Upper Limit on Fixed Interest Rate Exposures

The Council's upper limit for fixed interest rate exposure for the period 2011-12 to 2013-14 is 100% of net outstanding principal sums.

Trl 4b – Upper Limit on Variable Interest Rate Exposures

The Council's upper limit for variable interest rate exposure is 20% for 2011-12, 30% for 2012-13 and 35% for 2013-14 of net outstanding principal sums.

Prudential and Treasury Indicators for 2011-12, 2012-13 & 2013-14

13. Options for borrowing during the period were considered, however, (mainly) due to the premium that would be incurred on the early repayment of debt and the desire to maintain the Council's relatively low average borrowing rate, no new borrowing has yet been taken.

Trl 5 – Upper & Lower Limits on the Maturity Structure of Borrowing

Limits on the Maturity Structure of Borrowing	Upper Limit	Lower Limit	Position at 30/09/11
Maturing Period:			
- under 12 months	15%	0%	0%
- 12 months and within 24 months	15%	0%	0%
- 2 years and within 5 years	45%	0%	10%
- 5 years and within 10 years	75%	0%	9%
- 10 years and above	100%	0%	81%

14. The table above shows that the actual maturity structure is within the agreed limits.
15. No long term borrowing has been taken during the period. If interest rates are favourable and an opportunity exists to take further borrowing this year we will look to match borrowing with this maturity structure.

Trl 6 – Principal Sums invested for periods of longer than 364 days

16. This Prl is now covered by the Annual Investment Strategy for 2011-12, which set a limit of £30 million. During the first six months of 2011-12 no cost effective investments have been identified. The Authority however holds a number of on-call deposit accounts and money market funds, which offer both an attractive interest rate, some of which track the bank rate, and instant access for flexibility of cash management.

Trl 7 - Local Prudential Indicator

17. In addition to the main maturity indicators it was agreed no more than 15% of long term loans should fall due for repayment within any one financial year. The maximum in any one year is currently 5.3% (£13 million) in both 2052-53 and 2053-54. A summary maturity profile is shown in Appendix 1.

SUMMARY OF LONG TERM BORROWING 1 APRIL 2011 – 30 SEPTEMBER 2011

Loans Raised During the Period

Date Raised	Lender	Amount (£m)	Type	Interest rate (%)	Maturity date	No. of years
No Loans were raised during the period						
Total		0.000				

Average period to maturity (years) 0.00

Average interest rate (%) 0.00

* Loans taken to restructure debt

** Loans taken for purchases instead of leasing

Maturity Profile at 30 September 2011

Year	Amount (£m)	%age	Average rate (%)
1 to 5 years	24.076	9.8	3.922
6 to 15 years	28.123	11.5	5.172
16 to 25 years	48.500	19.8	4.496
26 to 50 years	128.500	52.4	4.226
Over 50 years	16.000	6.5	4.287
Totals	245.199	100.0	4.212

Average period to maturity (years) 30.02

SUMMARY OF TEMPORARY LOANS AND DEPOSITS 1 APRIL – 30 SEPTEMBER 2011

Deposits Outstanding at 30 September 2011

Borrower	Amount £m	Terms	Interest Rate	Sector Credit rating
HSBC Bank Plc - Treasury	2.000	No fixed maturity date	0.25	Green - 3 Months
Lloyds TSB Bank	5.000	Fixed to 10-Aug-12	2.15	Blue - 12 Months
Barclays Bank	15.000	Fixed to 16-Jan-12	1.12	Green - 3 Months
Lancashire County Council	8.000	Fixed to 04-Oct-11	0.55	AAA
CIC	8.000	Fixed to 15-Dec-11	0.97	Green - 3 Months
DZ Bank AG	8.000	Fixed to 15-Dec-11	0.90	Green - 3 Months
Nationwide Building Society	8.000	Fixed to 17-Oct-11	0.77	Green - 3 Months
Bank of Nova Scotia	4.000	Fixed to 17-Oct-11	0.52	Green - 3 Months
Overseas Chinese Banking Corp	8.000	Fixed to 01-Nov-11	0.78	Green - 3 Months
Lancashire County Council	7.000	Fixed to 08-Dec-11	0.65	AAA
Santander UK	0.014	No fixed maturity date	0.80	Green - 3 Months
Clydesdale Bank	14.071	No fixed maturity date	0.80	Green - 3 Months
Svenska Handelsbanken AB	7.946	No fixed maturity date	0.75	Green - 3 Months
Black Rock	0.036	No fixed maturity date	0.60	AAA
J P Morgan Money Market Funds	0.006	No fixed maturity date	0.61	AAA
Prime Rate Money Market Fund	4.972	No fixed maturity date	0.86	AAA
Heritable Bank	0.692	Est Recoverable Amount	6.00	N/A
Heritable Bank	0.461	Est Recoverable Amount	6.00	N/A
Heritable Bank	0.692	Est Recoverable Amount	6.00	N/A
Heritable Bank	0.232	Est Recoverable Amount	5.42	N/A
Landsbanki	2.409	Est Recoverable Amount	6.10	N/A
Total	104.529			

Outstanding deposits with Icelandic Banks are shown at the estimated recoverable amount, which takes account of estimated impairments and, in the case of Heritable, any repayments received to date. The interest rates are the original rates.

Transactions During the Period

Type	Balance 1 Apr 11 £m	Raised		Repaid		Balance 30 Sep 11 £m	Interest Variance * High/Low(%)
		Value £m	No.	Value £m	No.		
Temporary loans							
- General	0.000	0.000	0	0.000	0	0.000	
Total	0.000	0.000	0	0.000	0	0.000	
Temporary deposits							
- General	25.416	132.000	17	81.928	10	75.488	2.15/0.52
- HSBC Overnight	0.400	184.150	62	182.550	63	2.000	0.25/0.25
- Call Accounts	17.259	7.986	19	3.215	4	22.030	0.80/0.75
- Money Market Funds	38.992	205.783	49	239.764	61	5.011	0.86/0.52
Total	82.067	529.919	147	507.457	138	104.529	

* Interest variance is the highest/lowest interest rate for transactions during the period.

* In terms of general deposits, the high of 2.15% was obtained on a 12 month deposit.

General deposits include impaired Icelandic investments less any repayments that have been received, to date.

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