Wiltshire Council
Where everybody matters

AGENDA

Meeting:	**Cabinet**
Place:	**Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU**
Date:	**Tuesday 23 October 2012**
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-Philipe	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 Transformation, Culture, Leisure 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

<u>Key Decisions</u>   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 - 10)*

To confirm and sign the minutes of the Cabinet meeting held on 10 September 2012.

3   **Minutes - Capital Assets Committee** *(Pages 11 - 13)*

To receive and note the minutes of the Capital Assets Committee held on 10 September 2012.

4   **Declarations of Interest**

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

5   **Leader's announcements**

6   **Public participation**

The Council welcomes contributions from members of the public. This meeting is open to the public until such time as the meeting resolves to exclude them as indicated on this agenda. Members of the public 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 18 October 2012. Anyone wishing to ask a question or make a statement should contact the officer named above.

7   **Wiltshire's Annual Public Health Report 2011/12** *(Page 14)*

Report by Corporate Director, Public Health and Public Protection.

Copies of the Annual Public Health Report is enclosed separately for Cabinet members and available on the Council's website along with the meeting documentation for this meeting.

8   ⚷   **Local Healthwatch and NHS Complaints Service** *(Pages 15 - 27)*

Report by the Service Director for Communities.

9   ⚷   **School Funding Reform: Arrangements for 2013-14** *(Pages 28 - 39)*

Report by the Service Director, Finance.

10   **Review of Wiltshire Council Recovery Plan** *(Pages 40 - 106)*

Report by Maggie Rae, Corporate Director of Public Health and Public Protection.

11   ⚷   **Second Tranche Campus proposals** *(Pages 107 - 154)*

Report by Dr Carlton Brand, Corporate Director.

12   **Urgent Items**

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

Part II

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

13   **Exclusion of the Press and Public**

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

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 14 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

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

14   🔑   **Second Tranche Campus proposals** *(Pages 155 - 183)*

Confidential report by the Service Director, Transformation.

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'.

Wiltshire Council
Where everybody matters

CABINET

MINUTES of a MEETING held in COUNCIL CHAMBER - COUNCIL OFFICES, MONKTON PARK, CHIPPENHAM, SN15 1ER on Monday, 10 September 2012.

Cllr John Brady	Cabinet Member for Finance Performance and Risk
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhe-Philipe	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 Transformation, Culture, Leisure and Libraries

Also in Attendance:	Cllr Trevor Carbin
	Cllr Peter Colmer
	Cllr Christine Crisp
	Cllr Richard Gamble
	Cllr Jon Hubbard
	Cllr Jerry Kunkler
	Cllr Alan MacRae
	Cllr Laura Mayes
	Cllr Jemima Milton
	Cllr Bill Moss
	Cllr Jonathon Seed

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

89 **Apologies**

An apology for absence was received from Councillor Keith Humphries, Cabinet member for Public Health and Protection Services.

90 **Minutes of the previous meeting**

The minutes of the last meeting held on 24 July 2012 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 24 July 2012.

91   **Minutes - Capital Assets Committee**

The minutes of the Cabinet Capital Assets Committee held on 24 July 2012 were received and noted.

92   **Declarations of Interest**

There were no declarations of interest.

93   **Leader's announcements**

No announcements were made.

94   **Public participation**

No requests for public participation had been received and no public representations made at the meeting.

95   **2012 - A Year of Celebration - Impact and Evaluation**

The Leader of the Council presented a report which acknowledged and assessed the impact of the celebratory events held in Wiltshire during 2012.

It was noted that over 225,000 people - half the population of Wiltshire - turned out to welcome The Queen when she visited Salisbury in May and to see the Olympic Torch when it was carried through sixteen towns, villages and Salisbury City in May and July. It was also noted that Wiltshire was the only County to have the Torch visit on two separate occasions, and that combined with the Queen's Diamond Jubilee, 2012 had presented an opportunity to bring communities together, to showcase what the County had to offer in front of the national and worldwide media, and to provide a boost to the local economy.

A DVD was presented which showed highlights of these events and how well received they had been which would be made available to Area Boards on request.

Whilst the economic impact on the County as a result of the celebrations had yet to be fully assessed and realised, it was anticipated that the £290,000 spent by the Council had more than been justified.

The Leader explained that the emphasis now was to keep the momentum and legacy going in our communities, the Council and the economy. In this regard, it was proposed to establish a Legacy Steering Board to be chaired by the Leader and although the membership was yet to be agreed, would include relevant Cabinet members and officers and representatives from appropriate partner organisations. The Board would be supported by a delivery group, chaired by Laurie Bell to ensure delivery and evaluation of the ongoing legacy work.

The Leader paid tribute to and thanked all staff; the large number of staff who assisted at the events to ensure they were a success, but also to staff who ensured business as usual in delivering services to the residents of Wiltshire. The Leader also thanked the partner organisations involved.

Councillors commented on how successful and well managed the events had been and also thanked staff for their efforts and hard work. A comment was made that any legacy work should involve the whole County and not just the town, villages and city where the celebrations took place and this was confirmed by the Leader.

Resolved:

That Cabinet:

a) **acknowledges the events and the impact of these events in 2012 and the return on the Council's investment and**

b) **approves the proposal to set up a Legacy Steering Board and delivery group, membership to be agreed by the Leader, to ensure that the investment continues in future years.**

Reason for Decision:
It is vital that the impact and outcomes delivered this year become part of an ongoing legacy that continues to strengthen and bring our local communities together and boost the local economy.

96   **The Role of Wiltshire Council in Informal Adult Education**

Cllr Lionel Grundy, Cabinet Member for Children's Services presented a report on the outcome of the consultation on adult education in Wiltshire, and invited the Cabinet to determine the future role of Wiltshire Council in the provision of this service.

This followed the Cabinet decision dated 17 January 2012 which included the disposal of Urchfont Manor (as part of the transformation programme) and noted that future adult education service provision would be determined by Cabinet following consultation. Cabinet was therefore asked to consider the results of the consultation exercise undertaken. Details of the consultation arrangements which included Area Boards were presented.

Informal adult education was a non-statutory service and therefore, the Council was able to decide the extent of its involvement in the planning and provision of the service and balance it against the financial pressures on the Council particularly in its provision of statutory services.

The available options were explained as presented in the report. An earlier version of the report was considered by the Children's Services Select Committee on 26 July 2012. The Committee had recommended the adoption of options 2 and 3 as presented in the report; namely:

- to facilitate the provision of informal adult education at a local level;

- to co-ordinate and promote informal adult learning opportunities offered across the County.

It was noted that the level of response to the public consultation indicated that the provision of adult education was of concern to many people in Wiltshire who wished to be able to access provision reasonably near their homes and for a reasonable price. Responses from outside of Wiltshire mainly related to a desire for continued residential education as provided by Urchfont Manor College.

Cllr Grundy thanked Simon Burke for all his hard work in bringing this complex matter forward

<u>Resolved:</u>

That Cabinet agree:

a)   **that the Council adopt the role to facilitate the provision of informal adult education at a local level;**

b)   **to approve the appointment of a 0.6 full-time equivalent part-time adult education officer to work with local community networks to develop a sustainable locally-based adult education provision including information on, and promotion of, opportunities and**

c)   **To allocate budget of £32,000 from the revenue savings accrued from the closure of Urchfont Manor College to meet the costs associated with the appointment.**

Reason for Decision:
The Council has been a direct provider of informal adult education through Urchfont Manor College until its closure on 3 September 2012. The Cabinet therefore needs to determine whether the Council should continue to be a direct provider or take another, or no, role in respect of informal adult education.

97 ⚿**Business Plan Scorecard Update**

Cllr Brady, Cabinet Member for Finance, Performance and Risk presented a report which provided a summary of progress against Wiltshire Council's Business Plan for the first quarter of 2012/13.

In February 2011 Wiltshire Council published its four year Business Plan, which set out what the council would deliver by 2015 and how it would make the savings required whilst continuing to invest in key front line services, and set out the priorities, targets and actions for the council. Cllr Brady in drawing attention to a correction at paragraph 13 of the report, explained that on the whole, the Council was working well and achieving most of its targets, some of which were very challenging.

Cllr Tonge, Cabinet member for Highways and Transport commented that the Council should review its indicators in cases where their achievement was beyond the Council's control. The Leader requested that Scrutiny be asked to also consider the indicators.

Resolved:

That Cabinet note the progress against the Business Plan.

Reason for decision
To keep Cabinet informed of progress against the Business Plan.

98 **Report on Treasury Management Strategy 2012-13 - First Quarter ended 30 June 2012**

Cllr John Brady, Cabinet Member for Finance, Performance and Risk presented a report on the Treasury Management Strategy for the first quarter of the year 2012-13.

The Council adopted a Treasury Management Strategy for 2012-13 at its meeting on 28 February 2012, incorporating Prudential Indicators (PrIs), Treasury Management Indicators (TrIs) and an Annual Investment Strategy, in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

This report reviewed management actions in relation to:

a) the PrIs and TrIs originally set for the year and the position at 30 June 2012;

b) other treasury management actions during the period; and

c) the agreed Annual Investment Strategy.

It was noted that in relation to the £12m investment caught up in the collapse of the Icelandic banks, the Council had received interim payments totalling around £8.1m. It was anticipated that the Council would over time, receive 95% of its deposit with Heritable Bank and 100% of its deposit in Landsbanki.

Cllr Brady explained that overall, the report was very positive and gave no cause for concern. He thanked the Treasury team for managing the Council's finances so well.

Resolved:

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

Reason for Decision:
The report is a requirement of the Council's Treasury Management Strategy.

99   **Community Infrastructure Levy - Wiltshire Preliminary Draft Charging Schedule**

Cllr Fleur de Rhé-Philipe, Cabinet Member for Economic Development and Strategic Planning presented a report on the Wiltshire Community Infrastructure Levy (CIL) together with the consultant's report. The report proposed a Preliminary Draft Charging Schedule which set out proposed rates of CIL to be charged on different types of development in Wiltshire for the purposes of consultation.

The Wiltshire CIL Charging Schedule, when adopted, would enable the Council to continue pooling contributions from new development across the County to offset a proportion of the costs of delivering local and strategic infrastructure. From April 2014 (or following the implementation of Wiltshire's CIL), the Council would be severely limited in its ability to use the existing mechanism of pooling contributions i.e. planning obligations (generally referred to as Section 106 agreements). The use of Section 106 agreements would largely be limited to securing site-specific infrastructure and affordable housing.

The outcome of consultation and any proposed changes to the proposed Charging Schedule would be reported back to Cabinet. This would then be followed by a final round of public consultation before its submission for independent examination.

Cllr Fleur de Rhé-Philipe explained that it was proposed to have a flat rate charge across the County rather than having local variations.

Cllr Jon Hubbard explained that the Environment Select Committee was working with the Service Director for Economy and Regeneration and his team and thanked him for their assistance. A Task Group was being established to

look into this area in more detail. The Leader was pleased that Scrutiny was considering the consultant's report.

The options considered in drawing up the proposals were detailed in the report presented.

Resolved:

That Cabinet:

a)   **approves the CIL Preliminary Draft Charging Schedule at Appendix 1 as the basis for a six week period of public consultation, as proposed, in accordance with the Council's adopted Statement of Community Involvement and**

b)   **authorises the Service Director for Economy and Regeneration, in consultation with the Cabinet Member for Economic Development and Strategic Planning, to produce the consultation documentation to accompany the CIL Preliminary Draft Charging Schedule.**

Reason for Decision:
To ensure that progress is made on preparing a CIL Charging Schedule that will enable the Council to charge CIL on new development to help pay for infrastructure within the county in accordance with the timetable set out in the recently approved Council's Local Development Scheme. The Council should be in a position to adopt the CIL Charging Schedule prior to April 2014, after which the Council will be severely restricted in its ability to pool infrastructure contributions from new development through the existing mechanism of Section 106 agreements.

100   **Council Involvement in the Swindon and Wiltshire Local Nature Partnership**

Cllr Toby Sturgis, Cabinet Member for Waste, Property, Environment and Development Control Services presented a report regarding Wiltshire Council involvement in the Swindon and Wiltshire Local Partnership.

Following the Government's recent White Paper on the environment, the Department for Environment Food and Rural Affairs (DEFRA) was in the process of establishing a national network of Local Nature Partnerships (LNPs). Cabinet's agreement was sought for Wiltshire Council to support the recently established Wiltshire and Swindon LNP. It was noted that following application to DEFRA by the Wiltshire Wildlife Trust and its success in its bid to secure a £20,000 award and the involvement of a Steering Group which involved the Service Director for Economy and Regeneration, the Partnership received official Government recognition in July 2012.

Details of the proposed structure and membership of the Wiltshire and Swindon LNP, the draft Wiltshire Strategic structure and draft terms of reference for the LNP Board were presented.

The options considered as part of the proposals were detailed in the report presented.

Resolved:

That Cabinet agree to:

a)   **receive this update on the emerging Wiltshire and Swindon Local Nature Partnership (LNP);**

b)   **agree representation of Wiltshire Council on the LNP Board by Cllr Toby Sturgis;**

c)   **agree to redirect funding from the Wiltshire Biodiversity Action Plan to the Wiltshire and Swindon LNP;**

d)   **agree to replacement of the Wiltshire Environmental Alliance by the Wiltshire and Swindon LNP, subject to consensus by the wider Wiltshire Assembly and**

e)   **support the work of the Wiltshire and Swindon LNP and give due consideration to its advice on environmental matters.**

Reason for Decision:
DEFRA has strongly suggested that successful LNPs must have local authorities as part of their core membership in order to influence key strategic decision making. Wiltshire Council's input will be critical for the effective operation of the Wiltshire and Swindon LNP.

101   **Delivering Local Sustainability Transport Fund - Improving Wiltshire's Rail Offer**

Cllr Dick Tonge, Cabinet Member for Highways and Transport presented a report regarding the Council's Local Sustainable Transport Fund (LSTF) project, 'Improving Wiltshire's Railway Offer.' This followed the award of £4.250 million by the Department for Transport (DfT) on 27 June 2012 with a local contribution of £1.500 million planned to be made up of a mixture of in-kind contributions, Local Transport Plan (LTP) funding and developer contributions as detailed in the report presented.

The LSTF project had three main elements and a projected total cost of £5.750 million (funded through the grant and a local contribution of £1.500 million):

(i)   Support for improved rail services on the Westbury to Swindon line.
(ii)   Interchange improvements at a number of Wiltshire's railway stations.
(iii)   Supporting smarter choices measures.

Cllr Tonge thanked officers for all their efforts and hard work on this project and in ensuring a successful bid for funding. He commented that this Council had received the highest percentage of grant funding applied for.

The report detailed the options considered in drawing up the proposals.

Resolved:

That Cabinet:

a)   **welcomes the full grant award (£4.250 million) for the Council's Local Sustainable Transport Fund bid by the Department for Transport;**

b)   **approves the commencement and delivery of the package of complementary sustainable transport measures (£4.550 million) and delegates the management of this project to the Service Director for Highways and Transport in consultation with the Cabinet Member for Highways and Transport;**

c)   **approves the contribution of £0.300 million from the Local Transport Plan Integrated Transport Block allocation for 2012/13 to 2014/15, the contribution of circa £0.100 million 'in-kind' officer time and the allocation of up to £1.100 million developer contributions;**

d)   **reiterates its in-principle support for an improved TransWilts rail service and**

e)   **notes the uncertainties and risks associated with the implementation of the improved train service and requests that officers further liaise with the Department for Transport, Great Western franchise bidders and other relevant parties regarding the improved Westbury to Swindon train service, and submit a further report to a future Cabinet meeting.**

Reason for Decision:
To enable the LSTF project to commence so ensuring that the programme of measures and required spend can be made in accordance with the grant award.

102   **Budget Monitoring Period 3 June 2012**

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 3 (June 2012) for the financial year 2012/2013. The report also highlighted significant new cost pressures or changes since the budget setting report on 15 February 2012.

It was noted that officers had continued to monitor budgets with a focus on those budgets assessed to be subject to a higher risk of volatility due to factors such as changes in demand or assumptions. This had identified the areas where costs had risen quicker than forecast.

Budget monitoring was an ongoing process and budgets and expenditure were reviewed between budget managers and accountancy regularly, on a risk based approach.

The report presented included a detailed summary of the forecast variances set out by service areas. It was however, noted that budgets were profiled to reflect actual spend within the year. This leads to some variances between the current profiled budget and actual and committed to date. This was due to timing differences and work would continue to refine budget profiling within the year.

Resolved:

That Cabinet note the outcome of the Period 3 (June) budget monitoring.

Reason for Decision:
To inform effective decision making and ensure a sound financial control environment.

103   **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 am – 11.30 am)

These decisions were published on the 14 September 2012 and will come into force on 24 September 2012

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
Where everybody matters

CABINET CAPITAL ASSETS COMMITTEE

MINUTES of a MEETING held in COUNCIL CHAMBER - COUNCIL OFFICES, MONKTON PARK, CHIPPENHAM, SN15 1ER on Monday, 10 September 2012.

Cllr Jane Scott OBE	Leader of the Council
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhe-Philipe	Cabinet Member for Economic Development and Strategic Planning
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

Also in Attendance:	Cllr John Brady
	Cllr Lionel Grundy OBE
	Cllr Dick Tonge
	Cllr Stuart Wheeler
	Cllr Alan MacRae

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

45   Apologies

None.

46   Minutes of the previous meeting

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 24 May 2012.

47   Leader's Announcements

None.

48   Declarations of interest

There were no declarations of interest.

49   Capital Monitoring Report 2012/13 month 4

The Chief Financial Officer introduced the report which reflected the position of the 2012/2013 Capital Programme as at 31 July 2012.

The report also detailed changes to the budget made since the previous monitoring reports.

The Leader requested a briefing note for Councillors on the position of Academies negotiating any capital loans in the future, and what the Council's role might be.

Resolved

That the Cabinet (Capital Assets) Committee:

   a. **Notes the budget movements undertaken to the capital programme in Appendix A, including reprogramming of expenditure into 2013/2014.**
   b. **Notes total budget increases of £3.203 million as shown in Appendix B.**
   c. **Notes the current spend against the budget to date in Appendix A.**

Reasons for Decision

To inform Cabinet of the current position of the 2012/2013 capital programme and highlight changes and note budget reprogramming into 2013/2014.

50   🔑Salisbury Market Place

Prior to discussing the report, the Committee received a presentation on a new Spatial Awareness and Mapping System (SAMS), a resource which had been developed to allow officers and Councillors to view different sets of spatial information overlaid on a GIS map. This currently included Spatial Planning data including the core strategy, building use class, listed buildings, flood zones, Highways, Rights of Way, utilities, planning applications and much more. The system will also being linked with the new county-wide planning and regulatory services system provided by Northgate, which will provide dynamic spatial data to the SAMS system.

The system could also be developed to include other types of data, and this could be rolled out across the Council, with the "front end" being adapted to meet the needs of various users, by showing the relevant data sets. The Cabinet welcomed this new system and noted that two Cabinet members would trial the system before rolling out to Councillors.
The Cabinet Member for Economic Development and Strategic Planning introduced the report which outlined the case for investment in the Salisbury

Market Place Public Realm Improvement Project, and asked the Committee to consider proposals following the approval of the concept plans by the Salisbury Community Area Board on 1 August 2012.

The Cabinet (Capital Assets) Committee welcomed the plans and thanked the Area Board and officers for developing the proposals to this stage. It was noted that a meeting was planned for Thursday 12 September to agree the phasing of works, in order to avoid disruption to the market over Christmas and the Easter break.

Resolved

That Cabinet (Capital Assets) Committee:

1. **approves delivery of the Market Place Public Realm Improvement Project within the £3 million budget discussed via the current Transformation Programme allocation already within the Capital Programme to undertake the scheme and**
2. **agrees to delegate authority to the Service Director of Economy and Regeneration and the Service Director of Highways and Transport in agreement with the Chief Finance Officer and in consultation with the Chair of the Community Area Board to commission and deliver the project.**

Reasons for Decision

To deliver the transformation of the Market Place into a more attractive, vibrant, high quality public space of which the city can be proud, and reflect its important public function and historic setting.

51   **Urgent items**

None.

(Duration of meeting: 2.00 - 2.40 pm)

These decisions were published on the 12 September 2012 and will come into force on 20 September 2012

The Officer who has produced these minutes is James Hazlewood, of Democratic Services, direct line 01722 434250 or e-mail james.hazlewood@wiltshire.gov.uk
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Agenda Item 7

Wiltshire Council

Cabinet

23 October 2012

Subject: **Wiltshire's Annual Public Health Report 2011-12**

Cabinet member: **Keith Humphries**
                       Cabinet Member for Public Health and Public Protection

Key Decision: **No**

Executive Summary

The Director of Public Health has a statutory responsibility to produce an annual report for Public Health. This report is for the financial year 2011 – 2012.

The report has two parts. As part of the formal transfer of Public Health responsibilities to Councils in April 2013, this report includes a history of Public Health. The second part of the report details a number of key Public Health projects which were delivered in 2011-12.

This is the first occasion the Public Health Annual Report has been to Cabinet.

The report will also be available electronically on the Council and PCT websites.

There are no proposals within the Annual Report.

The report is available on the Council's website along with the meeting documentation for this agenda.

Proposal

That Cabinet receives and notes the Annual Public Health Report 2011-12.

Reason for Proposal

To draw Cabinet's attention to the Annual Report and invite it to make any comments.

Maggie Rae
Corporate Director of Public Health and Public Protection

Wiltshire Council

Cabinet

23 October 2012

Subject:	**Local Healthwatch and NHS Complaints Service**
Cabinet member:	**Cllr John Thomson - Adult Care, Communities and Housing**
Key Decision:	**Yes**

Executive Summary

This paper sets out the proposals for Healthwatch Wiltshire building on the work undertaken so far and seeks agreement for the next steps in commissioning both Local Healthwatch and an NHS complaints advocacy service. It sets out the proposed governance and funding for Healthwatch and NHS complaints advocacy to make sure Wiltshire has a representative, effective and value for money local Healthwatch and NHS complaints advocacy service ready to start on 1 April 2013

Proposals

Cabinet is asked to consider and comment on the proposals within the report:

- Approval is granted for officers to explore the preferred approach to procurement of seeking an exemption from competitive tender for the outlined model for Healthwatch Wiltshire (paragraph 41)

- The interim NHS complaints advocacy service is commissioned separately from Healthwatch for one year from April 2013 (paragraph 62)

- The proposed funding levels are agreed (paragraph 54, 55 and 62)

- A Wiltshire specific Healthwatch is developed using a consortium approach with community and voluntary stakeholders (paragraph 16)

- An independent shadow Chairman is appointed by the Leader of the Council, acting under her delegated powers working with the shadow Health & Wellbeing Board to set up the Healthwatch Wiltshire organisation (paragraph 28)

- A shadow Healthwatch Wiltshire is set up if the proposals are approved using the start up funding (paragraph 52)

- An agreement is put in place with Wiltshire Involvement Network (WIN) about the transfer of any reserves to Healthwatch Wiltshire (paragraph 58)

Reason for Proposal

There is a statutory requirement under the Health and Social Care Act (2012) for the Council to commission Healthwatch Wiltshire by April 2013

The Government has not laid down a model for Healthwatch; government policy has been to allow flexibility of organisational form and it is for each local authority to decide the most appropriate commissioning route to meet its particular circumstances and should take this decision in consultation with the local community

Public Consultation has supported the proposed approach of the Council, working with key stakeholder organisations to design a form of Healthwatch that meets the statutory requirements and which builds on the existing local infrastructure in Wiltshire.

Niki Lewis
Service Director, Communities

Wiltshire Council

Cabinet

23 October 2012

Subject:	**Local Healthwatch and NHS Complaints Service**
Cabinet member:	**Cllr John Thomson - Adult Care, Communities and Housing**
Key Decision:	**Yes**

Purpose of the report

1. This report sets out the Government's vision for local Healthwatch, the proposed model for Wiltshire and the procurement route.

Statutory duty

2. The Health and Social Care Act (2012) requires Wiltshire Council to arrange for Local Healthwatch to start from 1 April 2013. The Council is also required to commission an NHS complaints advocacy service to start from 1 April 2013.

What is Healthwatch?

3. Healthwatch is a new organisation concerned with strengthening the collective voice of local people and their influence on both health and social care. Local Healthwatch will inform the Joint Strategic Needs Assessment and joint health and wellbeing strategies on which local commissioning decisions will be based through its seat on the health and wellbeing board. Local Healthwatch will have more statutory responsibilities than the Local Involvement Networks (LINk's). In Wiltshire the current Local Involvement Network is known as WIN (Wiltshire Involvement Network) Healthwatch in Wiltshire (to be known as Healthwatch Wiltshire) will assume responsibility for existing Local Involvement Network (WIN) functions and assume new responsibilities. It will be independent from the Council and will be a social enterprise. The Council can decide what form of Healthwatch will best suit Wiltshire, based on local requirements. It will be accountable to the people of Wiltshire, Healthwatch England and also to the Council.

What Healthwatch needs to pay due regard to

4. Healthwatch needs to take into account:

   - The competences, skills and support for people participating in Healthwatch.
   - The NHS's Equality Delivery System and compliance with the Equality Act (2010).
   - The Public Sector Equality Duty

- The priorities identified in the Joint Health and Wellbeing Strategy for Wiltshire and other key strategies for health and social care in Wiltshire.
- Develop strong links to public health in Wiltshire.
- Inform the development of the Joint Strategic Needs Assessment.
- Responsibility for any TUPE implications arising from the new arrangements.

5. It also needs to be:

- Credible,
- Influential,
- Well-known,
- Well-governed,
- Highly competent,
- Sustainable,
- Cost effective,
- Inclusive of wide representation of the population,
- Proactive in recruiting and retaining new members.

The proposed vision for Healthwatch Wiltshire

6. Wiltshire Healthwatch will represent the voice of all Wiltshire's residents in the improvement of local health and care services. Healthwatch Wiltshire will build on what already exists rather than competing with it. It will bring together a range of organisations and individuals to ensure that effective support is in place to enable communities to help improve services in Wiltshire. With its seat on the Health and Wellbeing Board it will have a strong strategic as well as a local presence. Everyone will know what it can do for them. It will be inclusive.

7. We have held several workshops with local groups and stakeholders in Wiltshire which has told us that people want to build on Wiltshire's existing infrastructure for community engagement. Feedback indicated support for:

- Not going out to competitive tender for Healthwatch (95%).
- Having a single agreement between the Council and a consortium of existing organisations to deliver Healthwatch (53%).
- Running a shadow Healthwatch up to April 2013 (80%).
- Commissioning the NHS complaints service separately (71%).

8. Dr Steve Rowlands, Medical Director Wiltshire Clinical Commissioning Group has also considered the vision for Healthwatch Wiltshire and has given his full support.

The proposed approach for delivering the key Healthwatch functions in Wiltshire

9. The following model is proposed for Wiltshire to cover the following three functions: (i) Healthwatch as a consumer champion, (ii) Healthwatch as a

gateway to information and (iii) a separate contract for an NHS complaints advocacy service.

Healthwatch as a health and social care champion

10. As a consumer champion, the role of Healthwatch is to influence the commissioning of health and social care in Wiltshire.

11. At the strategic level in Wiltshire, Healthwatch will be represented on the Health and Wellbeing Board, Clinical Commissioning Group (CCG), Adult Social Care Commissioning Board, and inform the work of the Health Overview and Scrutiny Committee (HOSC). There will be close links to public health and in the development of the Joint Strategic Needs Assessment (JSNA).

12. At the national level, Healthwatch will have a direct line of communication with Healthwatch England which starts October 2012. Healthwatch England will be a statutory committee of the Care Quality Commission (CQC) strengthening the links between patient/public voice and regulation. Healthwatch England will use information and knowledge from Local Healthwatch to ensure that people's views have influence at the national as well as the local level. It will also provide leadership and support to Local Healthwatch.

13. Within Wiltshire, Healthwatch needs to build a wide participative network for health and social care that is open to the whole population in the county and makes the most of existing infrastructures and networks.

14. In response to local intelligence and evidence of problems and also as a regular checking system Local Healthwatch will be able to exercise the power to enter and view all publicly funded health and social care services either through unannounced spot checks or as scheduled monitoring visits. There will also be a requirement for commissioners and providers to respond to any request for information within 20 days and where service providers receive a report or recommendation acknowledgement of the report or recommendation must be made and an explanation (in writing) of any action it intends to take in response (or if no action is to be taken).

15. Feedback from local consultation on Healthwatch shows strong support for Healthwatch to build on the existing infrastructure for community engagement in Wiltshire.

16. The proposed organisational structure for Local Heathwatch in Wiltshire consists of developing a consortium made up of voluntary and community sector groups including the User Led Organisation's (ULO's) and the current Wiltshire Involvement Network (WIN) members and forming a new local social enterprise. These organisations already operate in a wide variety of settings and with a wide diversity of existing users which provides advantages for Healthwatch Wiltshire as follows:

- Healthwatch Wiltshire will build on what already exists rather than duplicating or competing with it.

- It potentially offers better value for money as existing infrastructures are already in place.
- It offers better opportunities for intelligence gathering.
- Healthwatch users will have already developed a relationship and a level of trust with organisations that are part of the network
- It allows for signposting to specialist organisations for certain user groups.
- It offers the potential for a very accessible service, using existing voluntary sector knowledge to communicate in appropriate formats and in user friendly venues.

17. To encourage the participation of the voluntary and community sector in Healthwatch, it is proposed that the requirement to participate in Healthwatch is included in any future funding agreements with the Council along with consideration on how these organisations can work in a fully complementary way.

18. It is also proposed that 'Spice' time credits will be used in Wiltshire to encourage greater voluntary participation in Healthwatch projects, research and events.

Healthwatch as a gateway to advice and information

As a gateway, Healthwatch will provide an information and signposting service about accessing health and social care services and choice in relation to aspects of those services for people in Wiltshire.

19. This will also involve providing information and advice about services outside the county, such as hospitals.

20. There will be a national branding for Healthwatch which can be adapted locally as 'Healthwatch Wiltshire'.

21. Authorities such as Torbay will have a Healthwatch shop. In Wiltshire, subject to discussion with the Community Operational Board's (COB) it is proposed that the Community Campuses could provide a physical location for Healthwatch.

A separate NHS complaints advocacy service

22. Local authorities are responsible for commissioning an independent NHS complaints advocacy service. This will include providing advocacy for people who lack the capacity to speak up for themselves.

23. An independent complaints advocacy service (ICAS) is currently being provided at a regional level through SEAP (Support, Empower, Advocate, Promote) contracted by the Department of Health. In 2011/12 SEAP had 3,936 calls, 12,649 website hits and issued 599 self-help packs across the South region. In Wiltshire 212 direct advocacy cases were taken up. The current contract ends on 31 march 2013 and the Council is responsible for commissioning a service from 1 April 2013.

24. The Council can commission Healthwatch to provide this service directly, or commission another organisation to do it, or ask Healthwatch to commission and manage the contract. Local consultation indicated support (71%) for commissioning this service separately from Healthwatch.

25. To meet statutory requirements, the Council also currently commissions a statutory and generic advocacy service through SWAN Advocacy Network. The NHS complaints advocacy service would sit well within the existing advocacy service, but would require a separate specification because although the skills are similar, it requires specialised knowledge.

26. It is proposed that the Council commissions the NHS complaints advocacy service separately from Healthwatch for a one year interim period. It is also proposed that approval is sought for officers to explore the most appropriate procurement route and that the preferred approach, already agreed as an option by legal, would be to seek an exemption from competitive tender for 12 months. The NHS complaints advocacy service would then be tendered with the generic and statutory advocacy service. The local authority could then secure intelligence about the service and people's needs during 2013 / 14 to inform their approaches to longer term arrangements from April 2014 when the contract for current statutory and generic advocacy provision is due for renewal. It is proposed that advocacy and complaints advocacy for NHS and adult social care are brought together from 2014 under a single provider which could also subcontract specialist services from other providers currently funded by the Council.

The proposed governance of Healthwatch Wiltshire

27. Healthwatch will be a social enterprise provided by a consortium made up of the existing voluntary and community sector with an interest in health and social care. As a corporate body they are able, to employ staff to support Healthwatch, they can also acquire premises, and deliver their own support infrastructure and service delivery functions.

28. This new body would be a membership organisation, and hopefully most, if not all of the main stakeholder groups would wish to be involved. It will be constituted with an appointed Chair and four executive members of the board. A shadow Chair will be subject to a recruitment process undertaken by a panel of members from the shadow Health and Wellbeing Board. There will be a Healthwatch board of a further 20 members to form the consortium who will be invited by the Chair and the Executive Committee to be representative of the voluntary and community sector organisations.

29. Each member will have voting rights. Healthwatch Wiltshire will be represented on boards such as the Health and Well Being Board, Clinical Commissioning Group Board, Adult Social Care Commissioning Board and HOSC by its executive members.

30. Healthwatch Wiltshire will build a wider network of members with both offline and online opportunities to get involved and find out about health and social care issues. An annual report on the performance and outcomes achieved by Healthwatch will be produced.

31. There will be quarterly meetings of the Healthwatch board which will be open to the public and which will link to the timings of the Health and Wellbeing Board and Clinical Commissioning Group Board. The executive members will meet separately in between the board meetings.

32. An annual general meeting (AGM) will take place in mid Wiltshire plus other public meetings during the year in North and South Wiltshire respectively.

33. The Board will have policies and a handbook to explain the governance arrangements which will be made publicly available.

34. Healthwatch Wiltshire will establish sub groups and task and finish groups to undertake specific roles such as enter and view, or to look at specific issues such as the acute trusts.

35. There will be a physical presence in each of the community campuses subject to agreement with the community operation boards.

36. A mechanism for a formal reporting process to each Area Board will be determined in discussion with the Chairs of Area Boards and the Council's portfolio holder for Communities.

37. Local involvement in Healthwatch Wiltshire will be promoted through existing groups and partnerships with an interest in health and social care including community area partnerships.

38. The chief executive of Healthwatch Wiltshire will report directly to the executive members of the Healthwatch Board.

An infrastructure for Healthwatch

39. It is proposed that a small group of salaried core staff provides the following infrastructure support:

   - Advice and information to support people in making choices (via telephone, website, face to face possibly via campus).
   - Signposting (to NHS Complaints Advocacy).
   - Organising and co-ordinating events.
   - Analysis and report writing.
   - Research and support for evidence-based decision-making.
   - Networking and relationship building, for example through online and offline networks and a communications strategy.
   - Newsletters, bulletins, updates, access to information and discussions through the creative use of social media.
   - Community development, facilitation and engagement (use of the Wiltshire Voices approach and other engagement tools)
   - Presentations.
   - Management of volunteers and employees.
   - Budget, performance and programme management.
   - Specialist training for functions such as enter and view etc.

Transition to Healthwatch Wiltshire

40. The current LINk (Wiltshire Involvement Network - WIN) will cease on 31 March 2013. There is a commitment to fund WIN to continue operating up to that date (31 March 2013). One of the key aims of establishing local Healthwatch is to make sure that the very best of the LINk (WIN) is not lost. WIN have been involved at every stage of the process and supports the proposed approach. It is hoped that the current WIN volunteers will transfer their membership across to the local Healthwatch where they will be joined by volunteer members of other voluntary groups with an interest in health and social care. WIN are developing a legacy document/film to transfer their learning and research to the new Healthwatch organisation.

The procurement route for Healthwatch and an NHS complaints service

41. It is proposed that approval is sought for officers to explore the most appropriate procurement route. The preferred approach would be to seek an exemption from competitive tender to establish the Healthwatch model as outlined. For the NHS complaints advocacy service, again exemption from competitive tender be sought for 12 months with options for tendering after this time together with the generic and statutory advocacy service. This approach of seeking exemption has already been agreed as a possible option by legal.

Timeline

42. The proposed timeline for establishing Healthwatch and an NHS complaints service is:

▪	October	Report to Cabinet for key decision. Procurement route agreed. Provide feedback and updates to key groups. Start commissioning process for complaints service. Start-up funding available
▪	November	Establish a shadow Healthwatch Board. Schedule 4 meetings/workshops up to April
▪	December	Confirm arrangements for the ULOs from April 2013. Recruitment for the Healthwatch Board
▪	January	Training and development for the Board
▪	February	Funding levels agreed by central government
▪	March	Agree providers
▪	April	Start

Environmental and climate change considerations

43. There are no direct implications from the commissioning of either Local Healthwatch or NHS complaints advocacy.

44. The council has to purchase carbon allowances to cover the carbon emissions against any energy bills that it pays. However, as the services will be delivered through the council's own campuses, the impact will be minimal.

45. The council has to report on both building and transport emissions from the course of its direct and contracted services to report on annually in its Greenhouse Gas return. Any fuel consumption relating business mileage through the Healthwatch service will therefore be reported to the council.

46. The impacts of climate change are worse for the most vulnerable groups of our society. Healthwatch will be able to signpost vulnerable people to council services that address issues such as fuel poverty and associated health risks.

Equalities impact of the Proposal

47. There are no direct implications from the commissioning of either Local Healthwatch or NHS complaints advocacy. The introduction of Healthwatch will have a positive impact for all.

48. The Health and Social care Act 2012 places a duty on local authorities to take steps to improve the health and wellbeing of the population of Wiltshire. It will be important that the council takes account of the findings and views of Local Healthwatch as the conduit for public and patient health and social care engagement and ensures that this informs its decision making and also that of its partners through, for example the Health and wellbeing Board on which Healthwatch will be an equal partner.

49. Listening to and acting on the views and findings of Local Healthwatch will help the Council to ensure that the role of improved health and well being is better understood in relation to its priorities of:

- Tackling inequalities and promoting cohesive communities
- Not to discriminate in the way we provide services to the public
- Promoting equality and good relations between different groups

The proposals in this paper have taken account of the need for the new arrangements to engage with vulnerable and hard to reach groups.

Risk Assessment

50. There would be a risk of intervention by the Secretary of State if the Council did not fulfil its statutory obligations.

51. There will be a risk in future years of funding separate advocacy services that are not aligned with Healthwatch Wiltshire

Financial Implications

52. The Department of Health has provided one-off grant funding to Local Authorities in 2012/13 to assist with costs incurred in developing and implementing the provision of Healthwatch from April 2013. The grant funding for Wiltshire Council is £23k. Council's can decide how they use this funding. It is proposed that in Wiltshire, this grant will be used to pay for:
    - Training costs
    - Staff recruitment costs
    - Office set up costs
    - Shadow Healthwatch Board
    - Support the transition from the current LINk arrangements to Healthwatch arrangements

Healthwatch Wiltshire

53. Healthwatch Wiltshire will assume responsibility for the existing Local Involvement Network (LINk) functions and assume responsibilities from April 2013.   The current LINk, provided by the Wiltshire Involvement Network (WIN) will cease on 31st March 2013. Included in the Council's base budget for 2012/13 is funding for WIN of £120k and there is a commitment to fund WIN to continue operating until 31st March 2013.

54. It is proposed that the existing funding for WIN of £120k will continue for one year to fund Healthwatch Wiltshire from April 2013 to march 2014.

55.   In addition, it is anticipated that additional un-ringfenced grant will be provided by the Department of Health to fund the advice and signposting responsibilities of Healthwatch. Provisional figures from the Department of Health indicate that additional grant funding of £85K will be available in 2013/14. However this is still subject to confirmation as part of the overall Local Government Finance Settlement for 2013/14. Therefore, it is proposed that the confirmed additional grant funding be made available to fund Healthwatch Wiltshire in 2013/14.

56. Therefore, the estimated budget available to fund Healthwatch Wiltshire in 2013/14 will be £205k. However this amount will be adjusted in the event that the final grant allocation is different to the indicative allocation.

57. The budget for Healthwatch Wiltshire for future years beyond 2013/14, will be decided as part of the Council's overall budget setting process.

58. The Annual Report for 2011/12 indicates that they currently have reserves of £31k. It is proposed that the Council should reach agreement with WIN that any reserves as at 31st March 2013, should be transferred to Healthwatch Wiltshire.

59. As Healthwatch Wiltshire assumes the functions previously provided through WIN, there may be TUPE implications for staff currently employed to support the provision of those functions. The Wiltshire and Swindon Users' Network

(WSUN) who host WIN, will be responsible for managing these arrangements with the successor body.

NHS Complaints Service

60. As already indicated, the Council commissions statutory and generic advocacy services across Wiltshire, some of which includes joint arrangements with NHS Wiltshire. The current level of funding included within the Council's base budget for 2012/13 is £151k, of which £136k is contracted until 31st march 2014.

61. In addition, it is anticipated that additional un-ringfenced grant funding will be provided by the Department of Health to support the provision of NHS Complaints Services by local authorities. Provisional allocations provided by the Department of Health indicate that additional grant funding of £106k will be made available in 2013/14. However, this is still subject to confirmation as part of the overall Local Government Finance Settlement for 2013/14.

62. It is proposed that an NHS Complaints Service is provided for one year from 1st April 2013, using the additional grant funding from the Department of Health (indicative funding being £106k). From 2014/15, it is proposed that a combined service is brought together under a single provider, providing NHS and social care advocacy and complaints services. The budget for this service will be set as part of the normal budget setting process.

Legal Implications

63. Local authorities will be legally obliged to provide local Healthwatch and commission an NHS Complaints Advocacy Service.

64. The Health and Social Care Act 2012 amends the Local Government and Public Involvement in Health Act 2007 placing a duty on the local authority to make contractual arrangements with a corporate body, to ensure there are the means by which the Local Healthwatch functions are carried out in Wiltshire. The corporate body is required to be a social enterprise which is described as a body which a person might reasonably consider acts for the benefit of the community.

Recommendation

65. It is recommended that:

- Approval is granted for officers to explore the preferred approach to procurement of seeking an exemption from competitive tender for the outlined model for Healthwatch Wiltshire (paragraph 41)

- The interim NHS complaints advocacy service is commissioned separately from Healthwatch for one year from April 2013 (paragraph 62)

- The proposed funding levels are agreed (paragraph 54, 55 and 62)

- A Wiltshire specific Healthwatch is developed using a consortium approach with community and voluntary stakeholders (paragraph 16)

- An independent shadow Chairman is appointed by the Leader of the Council acting under her delegated powers working with the shadow Health & Wellbeing Board to set up the Healthwatch Wiltshire organisation (paragraph 28)

- A shadow Healthwatch Wiltshire is set up if the proposals are approved using the start up funding (paragraph 52)

  An agreement is put in place with Wiltshire Involvement Network (WIN) about the transfer of any reserves to Healthwatch Wiltshire (paragraph 58)

Niki Lewis
Service Director, Communities

Background Papers

Background papers relied upon in the preparation of this report:

None

Wiltshire Council

Cabinet

23 October 2012

Subject: **School Funding Reform: Arrangements for 2013-14**

Cabinet member: **Councillor Lionel Grundy – Children's Services**

Key Decision: **Yes**

Executive Summary

On 26th March 2012 the DfE issued a consultation document outlining proposals for a new funding system for schools to be implemented in 2013/14. The document covers all aspects of schools funding. The stated aims of the proposals are to:

- Move towards a national funding formula (from April 2015)

- Simplify local funding arrangements

- Change the way in which LAs are funded

- Improve funding arrangements for pupils with high needs

- Improve funding arrangements for Early Years provision

Final arrangements for 2013-14 were confirmed by DfE on 28th June 2012.

The purpose of this report is to outline the main elements of the DfE proposals, and how they impact on Wiltshire schools, and to focus more specifically on the requirement to simplify local funding arrangements for schools so that Cabinet can approve the new funding formula for Wiltshire schools.

In order for Wiltshire to be compliant with the funding reform proposals for simplification of the local funding formula, a full review of the Wiltshire funding formula for schools has been carried out.

The outcome of the review of the local formula impacts on the way in which funding is distributed to all mainstream schools in Wiltshire including maintained schools and academies. The reform proposals will result in changes to schools budgets from the 2013-14 financial year. A number of formula factors previously included in the Wiltshire formula such as the "small school curriculum protection factor" which allowed a minimum level of funding for very small schools, and the "service school factor" which targeted additional funding to schools with high proportions of pupils from service families, will not be allowed under the new funding arrangements. These and

other changes will result in significant turbulence to school budgets in Wiltshire from April 2013.

Reductions in school budgets are limited to -1.5% per pupil through the application of a Minimum Funding Guarantee which is prescribed within the regulations and this will need to be funded through capping of the gains to other schools.

A consultation was issued to all schools on 3rd September 2012 seeking views on the new proposed funding formula. The consultation closed on 21st September and outcome was considered by Schools Forum on 4th October. Schools Forum meets again on 18th October to agree the final formula to be recommended to Cabinet. The proposed formula must be approved by Cabinet before submission to the Education Funding Agency for approval by 31st October 2012.

The proposed new funding formula for Wiltshire schools, and the associated funding rates for each formula factor, will be presented to Cabinet on 23rd October following final discussion by Schools Forum on 18th October.

Proposals

(a) **Cabinet is requested to approve the new funding formula for Wiltshire schools, as recommended by Schools Forum, in order to comply with the government's school funding reform requirements. This will reflect the new requirements and the outcome of the consultation with Wiltshire schools.**

(b) **Protection for schools who will lose funding through the new formula will be included at -1.5% per pupil as required by the DfE and Cabinet is asked to approve the recommendation from Schools Forum that the minimum funding guarantee will be funded through the limiting of gains to other schools.**

Reason for Proposal

In order to be compliant with the DfE requirements on school funding reform the Council has had to review its local funding formula for schools.

The proposed formula is compliant with the new requirements and reflects the views of Wiltshire schools on those issues where local flexibility is allowed.

Michael Hudson
Service Director, Finance

Wiltshire Council

Cabinet

23 October 2012

Subject: School Funding Reform: Arrangements for 2013-14

Cabinet member: Councillor Lionel Grundy – Children's Services

Key Decision: Yes

Purpose of Report

1. The purpose of this report is to outline the main elements of the DfE proposals, and how they impact on Wiltshire schools, and to focus more specifically on the requirement to simplify local funding arrangements for schools so that Cabinet can approve the new funding formula for Wiltshire schools.

Background

2. The DfE issued the consultation document School Funding Reform: next steps towards a fairer system on 26th March 2012 and confirmed final funding arrangements for 2013-14 on 28th June 2012. The key themes within the DfE proposals are:

   a. Move towards a national funding formula (from April 2015)
   b. Simplify local funding arrangements
   c. Change the way in which LAs are funded
   d. Improve funding arrangements for pupils with high needs
   e. Improve funding arrangements for Early Years provision

3. The proposals contained within the document required a full review of the Wiltshire funding formula for schools to comply with the more limited flexibility for local formula and the new requirements on delegation of central budgets and for funding provision for high needs pupils.

4. The DfE proposals also require a review of the Early Years Single Funding Formula (EYSFF) and of the Schools Forum membership and constitution.

5. All changes are to be implemented with effect from the 2013-14 financial year.

Main Considerations for the Council

6. The focus of discussion for this meeting is to consider the proposed funding formula for mainstream primary and secondary schools, however a brief update on the other key elements of the funding reform proposals is also provided below. This demonstrates the wide ranging impact of the DfE's school funding reform proposals.

Early Years Single Funding Formula (EYSFF)

7. The DfE proposals required that Wiltshire review its Early Years Single Funding Formula (EYSFF) through which funding is allocated to early years settings for the provision of the free entitlement for early education for 3 & 4 year olds. Schools Forum has considered the proposals and consulted with all early years settings across Wiltshire. Amendments will be made to the formula to reflect the outcomes of the consultation, the main change being to amend the way in which funding for deprivation is allocated. Early years settings have expressed a preference for use of the Income Deprivation Affecting Children Index (IDACI) data to drive funding for deprivation within the formula.

Schools Forum Constitution

8. Changes have had to be made to the composition and terms of reference for Schools Forum to meet the requirements of the Schools Forum (England) Regulations 2012. These changes are:

    a. Remove the requirement to have a minimum of 15 people on the Forum;

    b. Limit the number of other local authority attendees from participating in meetings unless they are a Lead Member, a Director of Children's Services (or their representative), Chief Financial Officer (or their representative), or are providing specific financial or technical advice (including presenting a paper to the Forum) (regulation 8(4));

    c. Restrict the voting arrangements by allowing only schools members and the private, voluntary and independent members to vote on the funding formulae (regulation 8(10));

    d. Require local authorities to publish Forum papers, minutes and decisions promptly on their websites (regulation 8(13)); and,

    e. Require Forums to hold public meetings – as is the case with other council committees (regulation 8(2)).

9. Schools Forum have agreed changes to the membership of the Forum to reflect the new regulations and will be considering a report on the Terms of Reference on 18th October. The revised Terms of Reference will then need to be approved by the Portfolio Holder for Education.

High Needs Pupils

Mainstream pre-16 Provision

10. Funding for high incidence, low cost special educational needs (SEN) within mainstream provision is to be allocated through the main funding formula. Local Authorities (LAs) are allowed to use prior attainment data, deprivation and per pupil allocations to drive funding to meet these needs and Schools Forum have recommended that a combination of these factors is used

11. The strong recommendation from the DfE is that mainstream schools should meet the first £6,000 of support for pupils with additional needs and that the allocations of funding for high incidence, low cost SEN should reflect this. In order for Wiltshire to meet this requirement it is necessary to increase the amount of funding to be delegated to primary schools. An additional £848,862 will therefore be added to the funding to be allocated to primary schools for SEN. This will be funded by reducing the centrally held Named Pupil Allowance (NPA)

budget which will now only provide additional funding to schools to meet needs where provision costs over £6,000.

12. It is recognised that in some schools the high proportion of pupils with additional needs cannot be reflected adequately in the funding formula and so LAs will be able to define circumstances where the formula can be "topped up" from the High Needs funding block within Dedicated Schools Grant (DSG). Wiltshire already has a mechanism for allocating additional funding to schools with a high proportion of pupils with SEN and Schools Forum has recommended that this mechanism be continued in 2013-14. Currently, if a school has more than 3.5% of its pupils with a statement of SEN each pupil or part thereof above 3.5% attracts additional funding. This mechanism will be continued under the new arrangements.

Specialist SEN Provision – pre-16 (maintained schools and academies)

13. Specialist provision for high needs pupils in Wiltshire is identified as provision in special schools, resource bases and Enhanced Learning Provision (ELP) in secondary schools. It is defined by DfE as provision costing more than £10,000.

14. From April 2013 all specialist provision will need to be funded on a "place plus" methodology on the basis of an agreed number of places with a base level of funding provided for each planned place. For pre-16 provision this will be £10,000 per planned place. Top up funding above this level will be agreed between the commissioner (mostly the LA) and the provider on a per pupil basis and paid directly to the provider by the commissioner.

15. Budgets for special schools, resource bases and ELP in Wiltshire will need to be recalculated as base funding and top up funding. The main issues arising from the work to date in recalculating budgets for specialist provision are:

- Empty places – unfilled places are only funded at the base rate of £10,000, with no transitional protection applied. Transitional protection is applied to the value of the top-up payment in 2013-14 but not to unfilled places.

- In year pupil movement – top up rates are to be paid in real time with pupils only funded whilst they are on the roll of the school or setting. This may make it more difficult for special schools and resource bases to plan their budgets and will cause uncertainty in estimating funding for the year.

Alternative Provision and Hospital Education

16. Alternative provision is also to be funded on a place plus basis with a base value per planned place of £8,000. It has been confirmed by the DfE that Wiltshire will not be disadvantaged by its participation in the national exclusions trial and will continue to receive funding through its High Needs Block for alternative provision.

17. From April 2013 a new method for funding hospital education will be implemented. The DfE will work with LAs to calculate the current spend on hospital education and this will be top-sliced from the national DSG allocation and "passported" to providers. Further work will be needed to identify the implications of these changes for provision in Wiltshire.

Review of the Mainstream Funding Formula

18. The main focus of this report is the outcome of the review of the funding formula for mainstream primary and secondary schools. The DfE proposals will mean that all maintained schools and academies in Wiltshire will be funded according to the same formula which is a change from the current position. LAs have been required to review their existing local formulae and to ensure that it is brought in to line with the requirements of the new, simplified, local formula as defined by

the DfE. This has required a full review of the Wiltshire funding formula for schools as many of the formula factors within the current formula will not be allowable from April 2013, these include the current factors through which Wiltshire provides additional support to schools with high proportions of service pupils, and to very small schools.

19. Schools have been engaged throughout the review process. Schools Forum established 2 working groups, one to focus on the review of the mainstream formula and a second to focus on the changes to funding for specialist provision. The second of these groups will remain in place to continue to work on the introduction of place plus funding for specialist provision. A Project Board has also been in place to oversee the strategic issues arising from the review. Board Members included senior officers from the Council and elected members. Briefings have also been provided to all councillors, schools and to the Wiltshire Governors Association.

20. The three <u>main</u> issues that arise from the financial modelling work are:

    a. The impact of the removal of the service school factors.
    b. The impact of one basic flat rate (maximum value £200k) across all phases which, in the secondary phase, clearly affects small secondary schools and in the primary phase has the opposite effect, generally. A number of options for the lump sum have been modelled as part of this process and it is <u>not</u> recommended that a lump sum at the higher end of the allowable range is approved because of the redistributional effect that this has in the primary sector.
    c. The impact of removal of the small school curriculum protection factor which currently supports very small schools within Wiltshire.

21. **Appendix 1** to this report summarises all of the allowable formula factors indicating whether they are mandatory or optional factors and which factors it is proposed to use in the revised Wiltshire formula. The appendix includes the recommendations being made to the Schools Forum meeting of 18th October. An updated summary, including the funding rates for each formula element, will be presented to Cabinet at the meeting following the Schools Forum meeting on 18th October.

Protection and Limits to Gains

22. The Minimum Funding Guarantee (MFG) will be set at -1.5% per pupil in 2013-14 and 2014-15, however the calculation has been simplified compared with previous years. The revised MFG calculation has been applied to all formula options for consideration by Schools Forum. The estimated cost of implementing the MFG varies with each model that has been consulted on however it is estimated that it could cost up to £2.5 million for 2013-14.

23. In order to fund the MFG it is possible to limit gains to individual schools. Options for limiting gains have also been modelled. The approach that has been taken is that the cost of the MFG needs to be met through the capping of gains. Cabinet will need to confirm the principle to be applied to the capping of gains.

Delegation of Central Budgets

24. In order to give schools greater choice over how to spend their budgets LAs are required to work on the basis that funding for a number of central services should be delegated to schools in the first instance. This means that a number of Dedicated Schools Grant (DSG) funded budgets that have previously been retained centrally must now be delegated to schools. There are a number of exceptions to this and there are also a number of budgets that maintained

primary and/or secondary schools can agree to de-delegate so that they continue to be provided centrally. De-delegation <u>cannot</u> be applied to amounts delegated to academies or to special schools.

25. Appendix 2 to this report summarises the budgets that are currently allowed to be centrally retained and the proposals with regard to delegation.

<u>Services which can be retained centrally before allocating the formula</u>

26. It is possible to retain a central budget to provide for significant pupil growth in pre-16 pupil numbers, including meeting basic need. In Wiltshire provision for pupil growth and supporting new schools has previously been funded from the schools contingency budget. It is recommended that an amount be identified from within the current schools contingency budget to be held centrally as a pupil growth factor. It is anticipated that the current Wiltshire formula for funding pupil growth may be allowable under the new regulations

27. It is possible to retain funding for statutory services such as Admissions and the servicing of Schools Forum. No increase in expenditure from 2012-13 levels is allowable.

28. The centrally retained budget for termination of employment costs is listed as a budget which can be retained prior to the allocation of the formula. However no new commitments are allowable against this budget after April 2013. It has been confirmed by DfE at a regional finance meeting that this means no new redundancy cases can be funded from this budget after April 2013. This effectively means that redundancy costs can no longer be met from centrally retained DSG and it is proposed that the budget is delegated as part of the per pupil funding element of the formula. Redundancy costs for maintained schools will continue to be a LA responsibility, This will be a cost pressure for the LA from April 2013.

<u>Services which have to be allocated through the formula but can be de-delegated for maintained schools</u>

29. There are a number of services for which the budgets need to be allocated through the new funding formula but which can be **de-delegated** for maintained schools. Approval for de-delegation is by the relevant phase members of Schools Forum following consultation with schools.

30. The services included in this category, and the associated budgets, are itemised in Section (b) in Appendix 2 to this report. Schools Forum will agree the delegation or de-delegation of these budgets on 18th October.

31. Delegation of the budgets can only be through the allowable formula factors.

Consultation with Schools

32. A consultation on the new funding formula and the proposals for delegation of central services was issued to all Wiltshire schools on 3rd September with a closing date of 21st September. Roadshows were held around the County during the consultation period to support schools in responding to the proposals.

33. Over 60% of schools responded to the consultation and the results were initially reported to Schools Forum on 4th October. Following consideration of the data Schools Forum requested further analysis of the responses and this will be reported back to Schools Forum on 18th October. Schools Forum will then be able to recommend the final formula.

34. In relation to the delegation of central budgets the responses from schools have supported the de-delegation of services and so it will be recommended that budgets will continue to be held centrally on behalf of maintained schools in 2013-14.

Environmental and climate change considerations

35. None identified

Equalities Impact of the Proposal

36. Following implementation of the new funding formula all state funded schools in Wiltshire, maintained schools and academies, will be funded according to the same funding formula.

37. The DfE has proposed changes to the way in which provision for pupils with high needs is funded. The proposals are aligned with the proposals within the green paper *Support & Aspiration: a new approach to special educational needs and disability* which are aimed at improving choice for families with disabled children.

Risk Assessment

38. If the formula is not approved then the current Wiltshire funding formula will not be compliant with the new school funding regulations.

39. The key risk following implementation is the loss of funding that will be experienced by some Wiltshire schools. That risk is mitigated by the application of the minimum funding guarantee which limits losses to schools to -1.5% per pupil. The local authority will need to work with those schools for whom the changes to the formula results in a significant reduction in funding.

40. There are risks associated with the delegation of central services. the recommendation to Schools Forum, following consultation with schools, is that the budgets for central services are de-delegated in respect of maintained schools, this will enable a viable service to continue to be delivered in 2013-14.

Financial Implications

41. This report outlines the changes to the funding formula for Wiltshire schools required in order to implement school funding reform in April 2013. All financial modelling to date has been based on 2012-13 funding levels, Dedicated Schools Grant levels will vary with pupil numbers and so the final values for 2013-14 will need to be confirmed as part of the budget setting process.

42. The new formula will cause turbulence in schools budgets and it is estimated that the cost of protection through the minimum funding guarantee will be in excess of £2.2 million. It has been proposed by Schools Forum that the cost of this be met through limiting gains to schools who would otherwise receive increases in funding through the new formula. The minimum funding guarantee is confirmed at -1.5% per pupil for the next two years however there is no confirmation of transitional protection after that date. A significant number of schools within Wiltshire will find that their budgets are reducing year on year and we will need to work with those schools to support them in addressing any financial deficit.

43. Redundancy costs in schools which have previously been funded through the Dedicated Schools Grant will need to be funded by the local authority from April 2013. The annual cost of redundancies in schools is

approximately £0.5 million and this cost pressure will need to be taken in to account within the budgets setting process for 2013-14. The DfE have confirmed that this is no longer a legitimate call of DSG.

Legal Implications

44. The Department for Education has recently consulted on a draft of The School and Early Years Finance (England) Regulations 2013. The new funding formula for Wiltshire schools will need to be compliant with these regulations and it would appear that the proposed formula as set out within this report and the attached appendices would meet the requirements contained within those draft regulations. It is also noted that the final proposed formula takes into account the outcomes of consultation with schools.

Options Considered

45. The proposed formula is the result of considerable work with schools in Wiltshire.   Throughout that process different options in relation to the formula have been considered and the final proposed formula takes in to account that work and the outcomes of consultation with schools.

Conclusions

46. The proposed formula for 2013-14 is expected to be compliant with the DfE requirements. Schools have been engaged throughout the process of developing the new formula and have been consulted on the most significant elements of it.

47. The implementation of a full review of the funding formula will cause turbulence to school budgets and there will be schools which are adversely affected by the changes. The LA will need to work with those schools to support them in their financial planning.

**Michael Hudson
Service Director, Finance**

Report Author: Liz Williams, Head of Finance (01225) 713675
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Date of report: 10 October 2012

Background Papers

The following unpublished documents have been relied upon in preparing this report:

None

For Information, the following published papers have been relied upon on for this paper:

School Funding Reform: next steps towards a fairer system (DfE March 2012)
School Funding Reform: arrangements for 2013-14 (DfE June 2012)
Schools Forum papers presented to meetings on 10th May 2012, 13th July 2012 and 4th & 18th October 2012.

Appendices

Appendix 1 – Recommended formula factors for 2013-14
Appendix 2 – recommended approach to delegation or de-delegation of central budgets
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Wiltshire Pre-16 Schools Funding Formula 2013-14
Summary of Allowable Factors and Recommendations

Formula Factor	Mandatory/ Optional	Proposed to Use?	Allowable Formula Drivers	Formula Drivers - recommendations
Per Pupil entitlement	Mandatory	Yes	Single unit allowable for primary aged pupils and single unit each for KS3 and KS4	It is recommended that separate per pupil rates are set for Key Stage 3 and Key Stage 4 pupils. A single rate is proposed for Primary schools in accordance with the regulations
Deprivation	Mandatory	Yes	Two indicators are allowable: 1. Free School Meals (FSM or FSM Ever6) 2. Income Deprivation Affection Children Index (IDACI) Data; or 3. Both If IDACI is used a proposed banding system has been set out by DfE which would target funding at the higher levels of deprivation	Still to be agreed
Looked After Children	Optional	No	Number of LAC as per March SSDA903 return	Not recommended for inclusion in the Wiltshire formula
Prior Attainment - as proxy for SEN	Optional	Yes	For **secondary** schools **KS2** data to be used - <u>all</u> pupils achieving Level 3 or below in both English and Mathematics. For **primary** schools **EYFSP** to be used - LAs can choose between either <u>all</u> pupils achieving fewer than 78 points or <u>all</u> pupils receiving fewer than 73 points	It is recommended that a mix of factors be used to drive funding for low cost, high incidence SEN. The mix to include Prior Attainment, Deprivation and Per Pupil funding split as follows: Deprivation 18% Prior Attainment 53% Per Pupil 29% For primary schools it is recommended that pupils achieving fewer than 78 points at EYFSP are used.
English as An Additional Language	Optional	No	Pupils identified for a maximum of 3 years after the pupil enters the statutory age school system. Unit value per pupil.	Recommended that EAL data used to delegate central budgets for support for minoirty ethnic pupils (EMAS & Travellers Services)
Pupil Mobility	Optional	No	Data will include pupils who have started in the last 3 academic years but did not start in August or September (or January for Year 1). Unit value to be applied per pupil	Data modelled but does not support specific issues of mobility in service schools
Lump Sum	Optional	Yes	Single lump sum to be applied with no separate values for Primary and Secondary. Maximum allowable lump sum set at £200,000	It is recommended that a lump sum of **£100,000** be applied
Split Site Allowance	Optional	Yes	Must be based on objective criteria for the definition of a split site and for how much is allocated. Can be lump sum or per pupil amount	Following work with all split site schools to identify the additional costs the following definition is proposed: *A school will receive split site funding if, of necessity, it has 2 (or more) distinct campuses between which travel, by means of a public highway of more than one mile, is required and • Class teaching and learning must take place on all sites with physically detached administration (ie., on all sites).* It is recommended that a lump sum be applied for each additional site, values £65,000 for Primary and £100,000 for secondary
Rates	Optional	Yes	Actual Costs	Recommend actual cost to be funded
PFI Contracts	Optional	Yes	Cash sum to reflect affordability gap	Recommend existing PFI factor is continued
Post 16 Per Pupil Factor	Optional	No	Only allowable where currently applied. Per pupil amount no higher than current unit value	It is not recommended that Wiltshire continues to have a post 16 AWPU
London Fringe Area	Optional	**Not applicable to Wiltshire**		

Delegation of Central Budgets 2013-14
Summary of Recommendations (budget figures to be confirmed)

DfE Category	Section 251 Line Heading	Wiltshire Budgets Included	Gross Budget 2012-13 (including Central Support Costs)	Proposals for Delegation
(a) Has to be delegated; cannot be de-delegated but schools can buy into service where relevant				
	Threshold and performance pay	None - all delegated already	-	
	14-16 practical learning options	None - all delegated already	-	
	Primary/special school meals	None - all delegated already	-	
	Extended services	None - all delegated already	-	
(b) Has to be allocated through formula but can be de-delegated for maintained schools (approval is by the relevant phase members of the schools forum)	Contingencies (including previous amounts for schools in financial difficulties)	Schools Contingency	100,105	Recommend de-delegation
	Free school meals eligibility	Free School Meals Eligibility Service	35,796	Recommend de-delegation
	Insurance	Most Insurance Budgets already delegated - small budget previously used for insurance of unoccupied sites	25,434	Recommend Delegation
	Licences/subscriptions	Includes SIMS Licence, HCSS Licence, Copyright Licences	380,649	Recommend de-delegation
	Staff costs – supply cover	Trade Union Duties	50,000	
		Maternity Costs	859,178	Recommend de-delegation
	Support for minority ethnic pupils and underachieving groups	EMAS Team	599,503	Recommend de-delegation
		Travellers Education Service	295,837	
	Behaviour support services	Primary Behaviour Support Service	845,891	Recommend de-delegation
	Library and museum services	None - all delegated already	-	

Agenda Item 10

Wiltshire Council

Cabinet

23 October 2012

Subject: **Review of Wiltshire Council's Recovery Plan**

Cabinet member: **Councillor Keith Humphries – Public Health and Public Protection**

Key Decision: **No**

Executive Summary

The council's Recovery Plan has been reviewed and extensively amended to reflect council structures following internal consultation.

Proposal

That Cabinet:

a) **notes this report;**
b) **approves the Recovery Plan and recommends its adoption by Council, and**
c) **agrees that any minor amendments to the Plan are delegated to the Corporate Director for Public Health and Public Protection in consultation with the appropriate cabinet member.**

Reason for Proposal

Approval of the Recovery Plan will ensure compliance with the Civil Contingencies Act 2004, and allow subsequent training and exercising on the plan to improve the council's state of readiness and resilience in assisting communities to recover from major incidents and other significant events.

Maggie Rae
Corporate Director of Public Health and Public Protection

Wiltshire Council

Cabinet

23 October 2012

Subject: **Review of Wiltshire Council's Recovery Plan**

Cabinet member: **Councillor Keith Humphries – Public Health and Public Protection**

Key Decision: **No**

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1   Purpose of Report

1.1   To inform the cabinet of the revision of the council's Recovery Plan, and to recommend its approval and adoption to Council.

2.   Background

2.1   Under the Civil Contingencies Act 2004 Wiltshire Council is designated as a Category 1 responder. As such it is required to develop and maintain plans that are appropriate, up to date and kept in readiness for responding to incidents.

2.2   The Recovery Plan sits alongside the Major Incident Plan which was considered by Cabinet at its meeting in July. It provides a framework for council services to assist communities to return to a state of normality. The design of the plan complies with Government guidance on response and recovery. It is modular in concept so it can be evoked either in whole or in part, and sets out responsibilities for specific service directors and heads of service.

2.3   The plan has been the subject of internal consultation. The consultation period lasted from 25 May to 13 July. The plan was sent out to CLT members and all service directors, asking that they pass it on to all relevant heads of service for views and comments.

3.   Main Considerations for the Council

3.1   The aim of the Recovery Plan is to establish the processes and procedures necessary for any Wiltshire community to overcome and/or adapt to the effects resulting from a significant disruptive challenge, whatever the cause.

3.2   The recovery effort will commence as soon as possible after the initial incident. This means that the council will be involved in both response and recovery at an early stage, which is likely to severely test our resilience

and resources. Wiltshire Council will take the lead for the recovery phase following any incident.

3.3 The objectives of the plan are:

- to establish a common set of processes and procedures to cope with the varying scales of any incident which could affect Wiltshire

- to outline the recovery structure and responsibilities for the strategic coordinating board, the tactical recovery groups and the operational recovery teams

- to identify key personnel within the management structures of the local responding agencies to take on management roles within the plan

- to enable engagement with the communities within Wiltshire through the community area boards to contribute to the recovery of their own communities

- to provide firm guidance on the formal handover process from the response phase to the recovery phase with particular regard to the legal requirements

- to compliment and support the arrangements established within local and national plans and guidance in respect of response and recovery arrangements

- at all times to ensure that the religious and cultural rites and customs of any individual affected by the recovery process are taken into account

- at all times to ensure that the requirements of vulnerable members of the affected community are met in a caring and dignified manner.

3.4 The plan would be triggered if one of the following were to occur:

- loss of or severe damage to homes and businesses

- loss of community facilities and/or amenities

- severe damage to the natural environment

- disruption of services to the community

- loss or severe disruption to the supply of essential goods (food, water etc.)

- disruption to utility supplies

- disruption to the infrastructure

- disruption to the economy and businesses.

- Multiple loss of life i.e. pandemic flu

3.5   The Recovery Plan is designed around a set of principles which recognise that recovery is an enabling and supportive process which is best approached on a community development perspective.
In order to assist any community in the recovery following an incident it is important for that community to fully engage with the process and to some extent manage its own recovery. To this end training is being arranged for parish and town councils through Area Boards to assist them in emergency planning and community resilience.

3.6   Should the plan be approved it will require further training of the corporate leadership team and other senior managers on the new arrangements. Following this training an exercise will be held to test the practical implementation of the plan.

4.   Environmental and climate change considerations

4.1   The Recovery Plan provides the framework for the council's response to incidents which may include environmental and climate change issues, such as flooding and severe weather. There will be impacts resulting from the council's response to such events, but these are difficult to quantify due to their unknown nature and frequency. They may however include increased vehicle usage, setting up of temporary shelters or even temporary mortuaries with all the related requirements for heating and lighting.

5.   Equalities Impact of the Proposal

5.1   The purpose of the Recovery Plan is to provide support to individuals and communities, assisting their resilience when affected by difficult scenarios. This support would be delivered to the areas of greatest need and would not discriminate in the way it was provided.

6.   Risk Assessment

6.1   If the Recovery Plan is not approved then the council could be criticised for not having an appropriate, up to date plan, which may result is failure to deliver the required services and support following an incident. This is likely to be seen to be a breach of the Civil Contingencies Act, and as such the council could be failing in its legal duty and open to serious reputational risk.

7.   Financial Implications

7.1.   The plan has been developed and will be delivered within the 2012-13 approved budget. If it was to be instigated following an incident or event there is the potential for considerable expenditure to be incurred. Whilst the council holds a general fund reserve to cover risk, contingency and unforeseen events, some of the incurred expenditure may be covered by the Government's Bellwin scheme of emergency financial assistance to local authorities. This scheme provides a level of grant funding for expenditure incurred.

8. Legal Implications

8.1 Section 2 of the Civil Contingencies Act 2004 requires the council to assess the risk of, and make and maintain appropriate plans for, any emergency which would be likely to seriously obstruct it in the performance of its functions. It also has a duty to make and maintain plans for the purpose of ensuring that if an emergency occurs or is likely to occur, and it would be unable to take that action without changing the deployment of resources or acquiring additional resources, it is able to perform its functions so far as necessary or desirable for the purpose of:

(i) preventing the emergency,

(ii) reducing, controlling or mitigating its effects, or

(iii) taking other action in connection with it.

8.2 Approval of the Recovery Plan will enable the council to comply with these requirements of the Civil Contingencies Act. If the plan is not adopted there is a risk of legal challenge, as set out in paragraph 6.1 above.

9. Options Considered

9.1 The Recovery Plan complies with the legal requirements, Government guidance and with the Wiltshire and Swindon LRF procedures, and as such adoption of the revised plan is the best option.

10. Conclusions

10.1. Cabinet is asked to note this report, approve the Recovery Plan and recommends its adoption by Council.

Name of Director Maggie Rae
Designation Corporate Director of Public Health and Public Protection

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Report Author:
John Carter, Head of Public Protection (Food and Environment)
Tel: 01225 770590.   Email: john.carter@wiltshire.gov.uk

Date of report: 6 September 2012

Background Papers

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

Appendices

Wiltshire Council Recovery Plan

Wiltshire Council

Recovery Plan

Wiltshire Council
Where everybody matters
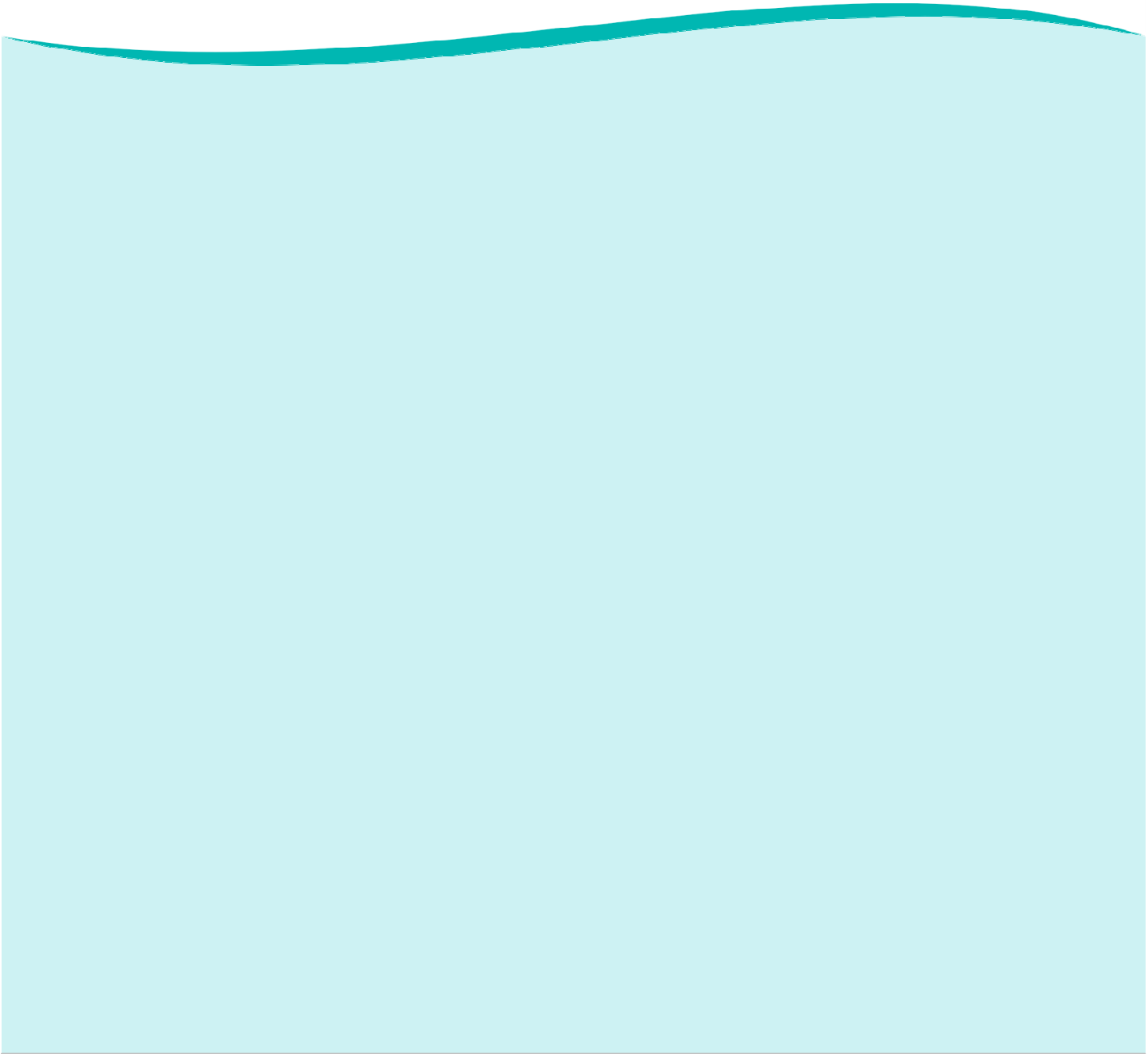
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Version control and administration

This plan was first circulated in draft format in May 2012 and will subsequently be revised.

Document History:

This document replaces all prior Wiltshire Council Recovery Plans.

Version 3.1: September 2012

Document created, managed and circulated by:

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Executive Lead:

Maggie Rae, Joint Director for Public Health and Protection
The final version of this plan has been approved by the Wiltshire Council Corporate
Leadership Team.

Amendments

Version Number	Amended by	date
Version 1.1	Nicholas Bate	9 July 2012
Version 2.1	John Carter	6 September 2012
Version 3.1	Nicholas Bate	6 September 2012

Contents

Section three – Roles and responsibilities

Annex A to section three - Strategic recovery board

Annex B to section three - Tactical recovery groups general

Annex C to section three - Tactical community recovery group

Annex D to section three - Tactical site recovery and works group

<u>Distribution</u>

Internal

External

Section 1   Introduction

1   Background

1.1   This plan has been written to meet the requirements of communities which have suffered the effects of an incident which has serious repercussions for those who live, work or travel through it. The plan is modular in concept, which means it can be invoked in part or in whole to tailor the recovery effort to the scale and scope of the event that has occurred.

1.2   The recovery effort will commence as soon as possible after the initial response, bearing in mind that certain aspects of the response phase must take precedence such as; life saving; removal of casualties; search and rescue; and evacuation of persons in danger.

1.3   The outline of the plan is in line with the recommendations of the government guidance 'Response and Recovery.'

1.4   However, the structures applied within the process have been modified to fit in with the emergency management structures currently employed within Wiltshire. It would be of benefit that those who have responsibilities within this plan made themselves conversant with the national guidance to ensure that they fully understand the processes and procedures which have been adopted within this document. Copies of the guidance and other information pertinent to the recovery processes can be viewed on the internet at:
http://www.cabinetoffice.gov.uk

2   Principles

2.1   In order to assist a community to overcome and/or adapt to new circumstances resulting from an incident, it is important that wherever possible it is fully engaged and to some extent manages its own recovery. To this end there a broad set of principles that should be observed:

- Recovery is an enabling and supportive process aimed at supporting and providing specialist services and resources to individuals, families and communities.

- Effective recovery requires effective planning and management arrangements.

- Management arrangements are most effective when they recognise the:
  - complex, dynamic and protracted nature of the process;
  - changing needs of individuals, families and groups.

- Recovery is best approached on a community development perspective.

- It is essential that recovery operations commence as soon as possible following the start of response operations.

- Recovery must be supported by a multi-agency training and exercising programme.

- Recovery arrangements must be timely, fair and equitable, flexible and comprehensive.

3   Aim

3.1   The aim of this plan is to establish the processes and procedures necessary for any community within Wiltshire to overcome and/or adapt to the effects resulting from a significant disruptive challenge, whatever the cause.

4   Objectives

4.1   The objectives of the plan are defined as:

- to establish a common set of processes and procedures to cope with the varying scales of any incident which could affect Wiltshire

- to outline the recovery structure and responsibilities for the strategic coordinating board, the tactical recovery groups and the operational recovery teams

- to identify key personnel within the management structures of the local responding agencies to take on management roles within the plan

- to enable engagement with the communities within Wiltshire through the community area boards to contribute to the recovery of their own communities

- to provide firm guidance on the formal handover process from the response phase to the recovery phase with particular regard to the legal requirements

- to compliment and support the arrangements established within local and national plans and guidance in respect of response and recovery arrangements

- at all times to ensure that the religious and cultural rites and customs of any individual affected by the recovery process are taken into account

- at all times to ensure that the requirements of vulnerable members of the affected community are met in a caring and dignified manner.

5   Scale and scope

5.1   This plan will be invoked as early as possible following the initial response to any incident or large scale emergency that has the potential to be declared a major incident. It will continue to remain in operation until such time that the actions being carried out by the various agencies engaged in the recovery effort can be dealt with under normal working practices.

5.2   The recovery effort will be lead by the emergency management service of Wiltshire Council who will form the basis of the strategic recovery board. The board will need to ensure that the process of recovering the community continues, even after the point where recovery is handed back to individual agencies or services to deal with. This will be particularly important where long term recovery, perhaps months or even years, is necessary.

6   Links to other plans

6.1   This plan relies heavily upon the requirements of various emergency plans and documents and those with responsibilities within the recovery process are urged to ensure that they are familiar with these documents. The main documents are:

- Wiltshire Council Major Incident Plan

- Wiltshire Council Corporate Business Continuity Plan

- Wiltshire Council Welfare Plan incorporating the Rest Centre Plan and the Humanitarian Assistance Plan

- Wiltshire Council Flood Plan

- Wiltshire Council Control Of Major Accident Hazards Plans

- Wiltshire Council Major Accident Hazard Pipelines Safety Plan

- Local Resilience Forum Major Incident Procedures Guide

- Local Resilience Forum Public Warning and Informing Protocol

- Local Resilience Forum Media Guide.

- Excess Death Plan

7   Plan validation

7.1   This plan has been written by the Wiltshire Council emergency planning team that will remain responsible for all amendments and updates. It will be validated regularly through any combination of:

- consultation

- training

- feedback

- exercises

- post incident debriefs.

8   Legislation

8.1   This plan has been written to comply with the requirements of the Civil Contingencies Act 2004 and any future amendments of the Act. Additionally, the plan has been designed to complement the requirements of the following legislation:

- Control Of Major Accident Hazard Regulations

- Pipeline Safety Regulations

- Radiation Emergency (Preparedness and Public Information) Regulations.

9   Mutual and Military aid

9.1   The scale and scope of a major incident can mean that the services provided by the Wiltshire Council can become quickly overwhelmed. Whereas the emergency services have pre-arranged protocols for requesting mutual aid from other emergency services in neighbouring authority areas, or from further afield, currently no such formal processes are in place for Wiltshire Council. In the event that services are not able to operate either during the response or recovery phase, and it is beyond the ability of business continuity measures to cope, then mutual aid may be requested through the strategic recovery board.

9.2   In the event of mutual aid being requested, this may mean requesting equipment, personnel or services from one or more neighbouring authorities. It is vital that the requests are made formally between the lead corporate director involved and the chief executive of the neighbouring authority and agreements reached on terms and conditions applicable to the support measures prior to their deployment.

9.3   In the case where military aid is requested it must be borne in mind that there may be charges levelled at Wiltshire Council for the military support provided, particularly during the recovery phase. Provision of military support when life and limb are at risk will not attract a charge. However, outside this the charges levelled by the military to provide assistance may be in excess of those charged by civilian contractors for the same service.

9.4   Requests for military support must be made through the strategic recovery board to the joint regional liaison officer for the Ministry of Defence. No contact should be made outside of this line of communication without authorisation from the strategic level.

Section 2   Planning

10   Planning assumptions

10.1   Whilst it is not possible to assess the likelihood of whether we will ever need to invoke all of the recovery measures outlined within this plan for a single incident, the probability of various emergencies arising has been assessed formally through the Local Resilience Forum Risk Assessment Sub Group. Clearly, there are a number of possibilities which could bring about circumstances where the full arrangements outlined within this document are invoked, but it is more likely that an emergency will occur where only certain aspects of the plan need to be generated.

10.2   As with any emergency, the recovery phase will commence as soon as possible after the response phase has been generated. Dependent upon the scale and disruption of the incident business continuity measures may also be applicable, and if so they will run concurrently with the recovery phase. Therefore, it is of the utmost importance that the business continuity management structures are interlinked with those of the strategic recovery board, albeit that the recovery phase may continue for a longer period.

10.3   The Corporate Business Continuity Plan sets out the corporate procedures and actions to be taken by Wiltshire Council in the event of disruption to council services.

10.4   As soon as the response phase is implemented consideration needs to be given towards the recovery aspects. Recovery should be seen as an opportunity to resurrect and rebuild to a higher standard. At some stage there will be a need for a legally binding handover from the chair of the strategic co-ordinating group to the chair of the strategic recovery board (see appendix A).

10.5   In order to ensure that the most effective aspects of the plan are brought into force the strategic recovery board should initiate a series of impact assessments at an early stage within the response. The impact assessments required will include:

- general
- community
- environmental
- infrastructure
- humanitarian
- economic.

These will be covered in more detail later in the plan.

11   Risk assessment

11.1   The risk assessments upon which this plan is based can be found within the community risk register, which is a document produced by the local resilience forum risk assessment sub group and is available in the form of a distilled guide on the Wiltshire Police website at:

http://www.wiltshire.police.uk/index.php?option=com_docman&task=cat_view&gid=91&Itemid=234

12   Trigger mechanisms and targets

Introduction

12.1   It is important that the measures set out within this document are managed in a controlled and considered fashion. In order to achieve this process exists whereby the arrangements can be generated in a manner that is not only fast and effective but also tailored to the scale and scope of the incident.

12.2   Furthermore, once recovery operations have been initiated clear goals/milestones need to be set in order to assess whether progress against targets is actually being achieved. This will not only indicate success or otherwise of recovery operations but will also inform the dynamic planning process for continued operations.

12.3   To this end, the following paragraphs outline the processes whereby the recovery plan is invoked and the process run until such time that the situation can be managed through normal operational procedures. The recovery timeline can be seen in comparison to the response timeline in figure 1 at annex A to this section.

Invocation

12.4   A request to initiate the recovery plan will be made by the chairman of the strategic co-ordinating group to the lead corporate director of Wiltshire Council. This will be cascaded to the tactical recovery group managers through the council's incident room using normal alert and call out mechanisms in line with the emergency contact directory.

12.5   Tactical recovery group managers will then call out their operational recovery team managers as appropriate. The first task of the tactical managers is to carry out an initial impact assessment utilising data and information obtained from the strategic coordinating group, the scientific and technical advice cell and/or the council's incident room. This initial assessment is to assist the tactical recovery group manager to assess which of their operational teams they will need to call out.

Triggers

12.6   The trigger mechanisms to invoking the recovery plan will include one or more of the following:

- loss of or severe damage to homes and businesses

- loss of community facilities and/or amenities

- severe damage to the natural environment

- disruption of services to the community

- loss or severe disruption to the supply of essential goods (food, water etc.)

- disruption to utility supplies

- disruption to the infrastructure

- disruption to the economy and businesses.

- Multiple loss of life i.e. pandemic flu

Assessment of recovery requirements

12.7   Prior to the initiation of any of the detailed impact assessments (see page five), a general impact assessment needs to be carried out to assess the scale and scope of the recovery effort required. As with the response phase overestimation of resources in the early phase is preferable to underestimation in order to ensure a comprehensive recovery effort. This will also assist the strategic recovery board in determining the structure of any recovery operation and prevent the need to escalate recovery operations, which carries its own problems:

- The recovery operation will be initiated early in the response phase and there will be representation by a corporate director or a nominated deputy on the strategic co-ordinating group who will ensure the recovery phase is implemented and will call for the strategic recovery board to be assembled;

- Dependent upon the incident, the recovery process will commence with the formation of the strategic recovery board and will be scaled according to the directions of the lead corporate director or the nominated deputy;

- It is feasible that not all tactical groups will be formed; this is also the case with the operational teams as shown in figure 1; differing incidents create and warrant varying demands. Which groups are formed will be dependent upon the general impact assessment.

12.8   The recovery phase continues until the disruption has been rectified, demands on services have returned to normal levels, and the needs of those affected (directly or indirectly) have been met. The strategic recovery board will be the judge of this and formulate an exit strategy in the earlier stages of the recovery phase.

Targets

12.9   From the outset of recovery operations it is important to have clear targets established that will enable clarity on priority and extent of works to be carried out and indicate whether these objectives have been achieved. They should be agreed by all stakeholders, including community representatives where appropriate. They should also be project managed to ensure that any unforeseen difficulties and issues can be quickly highlighted to the strategic management level for remedial action to be taken. As well as showing progress against requirements, targets will also be useful in assessing when recovery operations can be scaled down and will inform the strategic decision about when operations can be handled through normal operational processes and procedures.

12.10   Some targets or milestones may include some or all of the following examples, which are not exhaustive and not in any particular order:

- decontamination complete

- dangerous structures demolished

- site clearance complete

- access to the affected area restored

- evacuated members of the community and businesses allowed to return

- utility supplies restored

- transport infrastructure running normally

- foodstuff/livestock movement restrictions lifted

- schools reopened

- demands on public services returned to normal levels (including health)

- local businesses trading normally

- tourism and leisure activities within the area returning to normal levels.

13 Impacts of emergencies

13.1 The types of possible impacts are far too extensive to list individually and some may not be classed as significant. However, in order to put the requirements of the plan into context the following impacts should be considered in connection with the assessments required, as mentioned previously. Certain impacts relate to more than one heading as detailed, for example effects on the elderly sit both within the community and humanitarian assistance impacts and need to be catered for comprehensively.

13.2 In the initial phases of the recovery operations, following the general impact assessment carried out by the tactical managers and operational team leaders, any requirements identified in the assessments should be forwarded to the council's incident room where resource requests can be passed to the works emergency functional team or appropriate council department.

14 Impact Assessments

14.1 All impact assessments must be led by tactical mangers or team leaders designated to carry out the tasks. The results of the assessments must be copied to the strategic recovery board, the council's incident room and the strategic coordinating group if one is still in operation. Government advice on Impact Assessments can be found at http://www.cabinetoffice.gov.uk/content/national-recovery-guidance-generic-issues-impact-assessments

General

14.2 In order to assess the general impact of an incident and the scale and scope of the recovery a quick assessment is required. This general assessment needs to identify the extent of:

- casualties and/or fatalities

- size of the area affected by the incident

- damage to homes and business premises

- loss or damage to community facilities and/or amenities

- damage to the natural environment

- disruption of services to the community

- disruption to utility supplies

- disruption to the infrastructure

- disruption to the economy and businesses.

14.3 This information will not only identify the size of the recovery operation to be mounted, but it will also inform the need for and requirements of the more detailed impact assessments as set out in the following pages.

14.4 The general impact assessment will be conducted as soon as possible after the initiation of the response phase. The information for the compilation of the assessment will be available from the responding agencies at the scene reporting back to the strategic coordinating group and the council incident room.

14.4 The strategic coordinating group will consider the assessment and the lead corporate director of Wiltshire Council will initiate the establishment of the strategic recovery board, if necessary, and the appropriate tactical and operational recovery streams.

Community

14.5 The community impact assessment will address the effects of the incident on the ability of the community to continue with its normal everyday life when faced with a disruptive challenge. It will be carried out by the manager of the tactical community recovery group assisted by appropriate members of the operational recovery teams in order to assess the scale of effort required to enable the community to recover from, or adapt to, the challenges brought about by the incident. Areas to consider are:

- loss of life and injury to those who live, work, are travelling through or are visiting the community area

- psychological problems as a direct result of the incident and the ability of the community to overcome and adapt

- denial of access or loss of community amenities such as: houses and property; meeting places; churches and places of worship; parks and open spaces; public transport; medical facilities; banks and access to money including benefits; shops (particularly food and essential items) and retail outlets; businesses and places of work; schools and colleges; sports and leisure facilities; accommodation; agricultural land

- effects on care and support services for vulnerable groups within the community

- disruption to the work force as employees remain at home either ill or tendering sick relatives, or otherwise unable to travel to their usual work place.

Environmental

14.6 The environmental impact assessment needs to address the effects of the incident on both the built and natural environment and therefore may need to be carried out by a number of agencies within the local resilience forum partnership. For example the Environment Agency may assess the natural environment and Wiltshire Council the built environment. The tactical site recovery group manager will lead on this stream and nominate personnel from within their operational recovery teams to carry out the assessments.

14.7 Areas to consider are:

- serious direct threats to:

- sites of nature conservation interest

- sites of special scientific interest

- areas of outstanding natural beauty

- heritage sites

- agricultural land

- water aquifers

- streams, rivers and lakes

- effects upon protected or rare species of animal and plant life

- possible indirect threats as a result of the actions taken by the response agencies in:

  - saving life and property

  - removal or clearing of vegetation/contaminated waste to gain access for life saving and/or rescue operations

  - fire water run off

  - pumping polluted water

- disruption and delays in burials or the increase in the death rate requiring geological and environmental surveys to deal with disposal either through variations in burial methods or with the increase in numbers for cremation. Consideration will also need to be given to the storage of the deceased away from mortuaries in especially designed and equipped body storage facilities such as warehouses.

Infrastructure

14.8   Assessing the impact of an incident on the infrastructure will give a broad picture of the overall impact and the scale of effort that will be required to enable the community to function.

14.9   This assessment should be led by the tactical infrastructure recovery group team manager supported by appropriate members of the various organisations and agencies from within the infrastructure recovery stream. There may be a need to create sub groups as the effect on the communication infrastructure would necessitate a large group on its own).

14.10   Areas to consider are:

- serious damage to the road and/or rail networks

- serious disruptions to road, rail and/or air transport including passenger, freight and goods

- threat of disruption to essential services:

  - gas

  - water and sewerage

  - electricity

  - sewerage

- disruptions to communications systems including:

  - landline

  - mobile

  - computer based systems

  - mail delivery systems

- disruption to the communications and media industries and knock on effects for warning and informing strategies

- requirement for a site clearance programme to include the disposal of waste material including contaminated waste.

Humanitarian

14.11 Similar to the community assessment, the humanitarian assessment looks at the needs of the community, but concentrating on the health and welfare issues and the impact on the delivery of services, particularly medical and social care. This assessment will also indicate the need for the establishment of a humanitarian assistance centre.

14.12 It should be led by a Service Director from the Adult Social Services or Children Services in co-operation with NHS Wiltshire.

14.13 Areas to be considered are:

- medical problems caused by injury or disease which may require hospitalisation or care within the community

- displacement of individuals who are ill or injured and unable to return home, especially those who reside some distance away from where they have been hospitalised

- shortage of medical staff and carers

- disruption in services to care for the vulnerable, elderly and infirm from Wiltshire Council, NHS Wiltshire and the voluntary sector

- disruption in services and support provided by the faith communities and the requirements of the faith communities in order to service the needs of their community

- requirement for the establishment of a humanitarian assistance centre in order to cater for the needs of the community and those affected by the incident, whether directly or indirectly. See the Wiltshire Council Humanitarian Assistance Plan.

Economic

14.14 Economic impacts could affect the ability of the community to operate or adapt to the circumstances it finds itself confronted with as a result of a serious incident. The assessment should address the issues around access to financial support for members of the community, and businesses which operate within it.

14.15 The assessment should be carried out by the service director economy and regeneration.
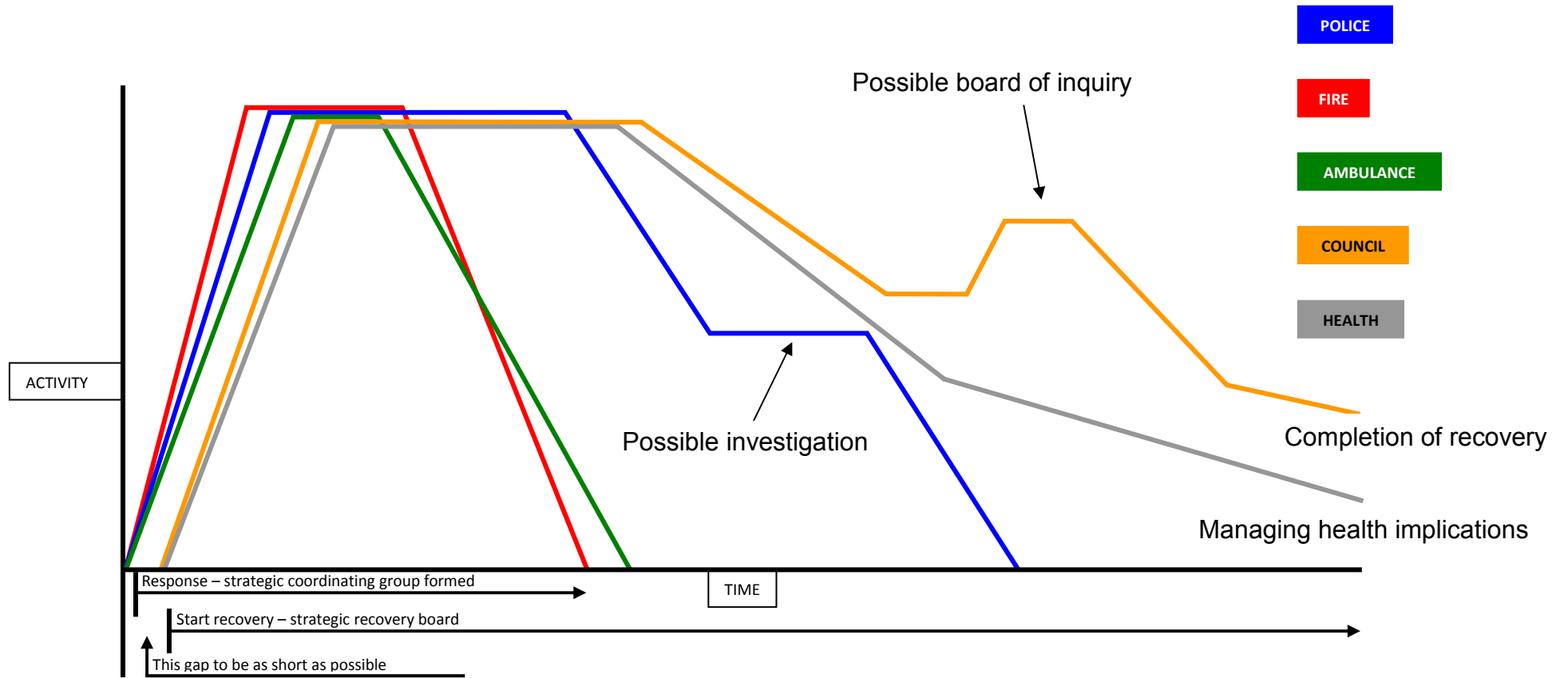
14.16 Areas to consider are

- Loss of business premises;

- Loss or disruption to financial services including banking and insurance services;

- Supply of essential goods and services to maintain businesses;

- Ability of businesses to deliver goods and services;

- Loss of staff to maintain businesses.

15   Return to normal working

15.1 The strategic recovery board will decide, through the production of an exit strategy at the beginning of the recovery effort, when the time is right for the handover to normal day to day operations to deal with any outstanding issues for the recovery process. This may not mean that the strategic recovery board is stood down, however. Indeed, the board may need to meet regularly for a considerable period after this point has been reached.

15.2 The decision to scale down the operation in this way must be taken in consultation with a wide range of stakeholders, not least the community involved. The decision is to be recorded, similar to the handover from the strategic coordinating group, and the rationale behind the decision fully explained.

Figure 1   Response and recovery timeline

Possible board of inquiry

POLICE

FIRE

AMBULANCE

COUNCIL

HEALTH

ACTIVITY

Possible investigation

Completion of recovery

Managing health implications

Response – strategic coordinating group formed

TIME

Start recovery – strategic recovery board

This gap to be as short as possible

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Section 3   Roles and responsibilities

16   General concept of the recovery operation

16.1   The recovery operation will be led by Wiltshire Council with much of the remedial work being provided by the Council and its contractors. This will be co-ordinated by the lead Corporate Director or their nominated deputy who will chair the strategic recovery board.

16.2   The recovery management structure is illustrated in the diagram as shown in figure 2. This clearly shows the lines of communication from the strategic recovery board, through the tactical recovery groups to the operational recovery teams.

16.3   Each operational recovery team leader will report to their respective tactical recovery group manager. The tactical recovery group managers will receive the agreed strategic direction and guidance from the strategic recovery board who will inform the tactical recovery group managers of the strategy and tactical response.

16.4   Figure 2 illustrates the three separate recovery workstreams each covered by a tactical recovery group:

- site recovery and works group;
- infrastructure recovery group;
- community recovery and welfare group.

16.5   It is the intention of this plan, as with the Wiltshire Council Major Incident Plan, to ensure that the roles and responsibilities established within the plan fit as closely as possible to the normal day to day working practices of those with key positions within the overall recovery management structure. The general and specific responsibilities placed on all services within the Council are clearly defined within the Wiltshire Council Major Incident Plan and should be read in conjunction with this plan.

17   Recovery support services

17.1   Additionally, there are six separate cross cutting themes known as 'recovery support services'. These are essentially services which will be required to function across all three of the recovery streams and will provide support to all three tactical group recovery managers. They will report to and receive strategic direction from the strategic recovery board.

17.2   The services are:

- legal
- communications
- human resources
- finance
- environment
- health.

18   General roles and responsibilities

18.1   The following responsibilities are for the:

- strategic recovery board
- tactical recovery groups
- operational recovery teams
- recovery support services.

Before an incident

18.2   Before an incident occurs it is essential that support service leads carry out sufficient planning to enable their services to:

- mount effective recovery operations
- maintain services throughout the recovery phase
- carry out a structured stand down of services
- establish a structured debriefing process.

18.3   To this end it will be necessary to:

- nominate deputies and essential staff and record their out of hours contact details where appropriate
- ensure all managers and staff are aware of their roles and responsibilities within the recovery management arrangements where appropriate
- ensure appropriate health and safety measures are in place for all staff involved in the recovery from an incident:
  - lone working arrangements
  - personal protective equipment
  - terms and conditions of redeployed staff.

Upon notification of the requirement for recovery operations

18.4   Upon notification that recovery operations are to be generated:

- establish and maintain a log of all communications sent/received, and actions taken
- attend place of work or alternate location in accordance with appropriate recovery arrangements
- establish and maintain contact with the incident room and keep them informed of your movements at all times whilst recovery operations are in progress
- assess impact on the ability of the service to support the recovery effort and implement business continuity arrangements if necessary
- ensure that any business continuity arrangements implemented are reported up the management chain

- alert and/or call out appropriate support staff where necessary

- attend the appropriate meetings and report implications for own service area

- establish a regular reporting mechanism between the strategic recovery board, tactical recovery groups, operational recovery teams and recovery support services

- ensure staff engaged on recovery operations are given regular briefings

- monitor impact of actions taken

- monitor staffing levels and rostering arrangements

- authorise services to adopt 24 hour/extended hours working where necessary and ensure managers are able to establish shift rosters and liaise with HR and finance teams

- where there are shortages of personnel, resources and/or finance ensure the strategic recovery board are informed and appropriate remedial action is taken where necessary

- ensure deputy is fully briefed on the situation and also that during extended hours working, a formal handover/takeover procedure is observed

- ensure that adequate stand down procedures are adopted to ensure that staff are not left at their posts when not required.

Post event

18.5 In order to ensure that the strategic recovery board has sufficient information available to compile any necessary reports:

- collect all relevant notes and logs

- initiate structured debriefing where appropriate

- request post incident reports from managers and team leaders employed on recovery operations

- compile a report detailing all relevant information for submission to the strategic recovery board.

19   Specific support service roles and responsibilities

Legal

19.1 The legal support service will be led by the service director legal and democratic services (Monitoring Officer) and comprise of appropriate staff from within the service.

19.2 The service will:

- establish the council's liabilities within the recovery framework

- provide timely and accurate legal advice to the strategic recovery board

- investigate liability with statutory investigative agencies (police, HM Coroner, and Health and Safety Executive)

- ensure that any contractual liabilities and arrangements are in line with the law and policies of Wiltshire Council through collaboration with corporate procurement services

- ensure that policies and the rationale behind any decisions are properly minuted and recorded

- investigate claims that are levied against Wiltshire Council

- consider any litigation whether for a criminal or a public inquiry and advising the chair of the strategic recovery board

- provide a committee clerk to attend all strategic recovery board meetings to take, write and distribute minutes

- ensure that the requirements of the Data Protection and Freedom of Information Acts are met

- arrange meetings and briefings for councillors

- advise on the Scheme of Delegation

Communications

19.3   The communications support service will be led by the service director communications. It will utilise all necessary support from the communications service within Wiltshire Council and will work in close co-operation with communications/ media teams from other involved agencies.

19.4   The service will:

- manage the Councils media operations

- liaise with the media/communications teams from partner agencies

- all press releases or statements are cleared by the communication team and authorised by the strategic recovery board in collaboration with the strategic coordinating group if it is still functioning

- react swiftly to negative media stories and misinformation

- keep the community informed avoiding unnecessary alarm and distress

- ensure all messages are factual and consistent in order to retain public confidence

- identify other means for the dissemination of information to the public

- compile public information, warning and advice for dissemination through the media, web etc. in line with the local resilience forum's public information and warning strategy

- ensure regular briefs are received to enable media releases to be produced when necessary

- ensure that the incident room is kept informed of all media related issues

- provide a communications officer to attend strategic recovery board meetings

- ensure that focused information for is cascaded to all appropriate agencies within the operational recovery teams for targeted delivery. This may include:
  - the elderly and the infirm

- those receiving palliative care
- traveller communities
- transient population
- ethnic minorities.

Human Resources

19.5   The human resource support service will be led by the service director HR and organisational development (head of paid services) and comprise of appropriate staff from the service.

19.6   The service will:

- ensure redeployed and temporary staff terms and conditions are in line with council policy
- monitor and record staff hours, overtime and TOIL costs and feed in to the payroll and accounting processes
- monitor and manage health and safety arrangements for responding and redeployed staff
- ensure temporary staff and volunteers are trained for the roles to which they have been allocated.

Finance

19.7   The finance support service will be led by the service director finance (section 151 officer) and comprise of appropriate team members from within the service.

19.8   The service will:

- establish emergency accounting codes
- record and control expenditure and general financial matters
- approve expenditure outside budgets
- administer Bellwin scheme if required
- administer disaster appeal fund where necessary
- liaise with the insurance industry and loss adjusters in order to avoid the undertaking of tasks where another organisation should hold full or partial responsibility
- establish what aid and grants are available
- maintain accurate and auditable records
- compile business cases for submission to central government.

Environmental

19.9   The environmental support service will be led by the service director public protection and will call upon support from not only appropriate staff within the service but also on personnel from other directorates, services and external agencies such as:

- Wiltshire Council services incorporating:
  - business change
  - strategic property services;
  - local highways and streetscene
  - highways asset management and commissioning
  - waste management
  - procurement
  - leisure
  - public protection
  - business support.
- Environment Agency
- utility companies
- Health Protection Agency;
- NHS Wiltshire;
- police/private security companies (if issues surround site security);
- Food Standard Agency;
- National Trust and or English Heritage (if historic sites or protected areas are affected);
- Government Decontamination Service.

19.10 The service will:

- manage all issues with regard to animal health and welfare
- put in place processes to deal with issues surrounding the disposal of dead or deceased livestock
- advise on evacuation of pets and livestock
- advise on food safety and quarantine of crops and foodstuffs
- monitor potential pollution problems resulting from the incident and the response
- provide access to database of hazardous materials and register of manufacturing processes locally
- assess threats posed by chemical, biological and radiological substances
- assess impact on community safety, health and environmental issues
- identify population at risk
- arrange emergency sanitation and hygiene measures
- liaise with the Environment Agency and water companies
- provide information on cleansing, sanitation, burial and emergency mortuaries
- interpret environmental monitoring results and provide technical advice

- take appropriate actions with regard to safeguarding the public

- liaise with Wiltshire NHS and provide an officer to attend the scientific and technical advisory cell (STAC) if operating

- develop a remediation strategy for the strategic recovery board to cover cleaning, repair or replacement of the physical infrastructure and clean up of the natural environment to an agreed state

- prioritise sites for attention

- assess and compile reports on affected areas and/or buildings whether council, government, religious, commercial or privately owned

- establish structural and safety assessments have been carried out on essential utility services, Wiltshire Council properties, health infrastructure (hospitals, health centres and surgeries)

- establish if there are any hygiene issues with sanitation, clean water or food

- re-establish affected flood defences.

Health

19.11   The health and welfare support service will be led by either the service director adults care & housing operations or the service director children & families and will work in close liaison with the joint director of public health. Appropriate staff will be drawn from communities services or children and families.

- Wiltshire Council adults care & housing operations service

- Wiltshire Council children & families services

- NHS Wiltshire

- Great Western Ambulance Service

- Health Protection Agency

- Department of Work and Pensions.

19.12   The service will:

- assess the impact of recovery operations on health and health services

- provide the health service input and specialist health advice to the strategic recovery board

- ensure that the services of all providers of health care are supported to meet the needs of the local population

- co-ordinate the ongoing primary care response

- provide a strategic view on long-term threats

- arrange epidemiological follow up

- arrange provision of specialist toxicological advice

- co-ordinate and provide welfare and support to those affected

- allocate and co-ordinate welfare tasks to individual agencies thus avoiding duplication

- prepare a health monitoring and protection strategy

- establish a database of persons affected by the incident

- re-introduce a normal health service and provide extra services if required

- prepare information and press releases to be released through the communications support service when necessary.

20   Locations for management and control

20.1   The strategic recovery board will meet in a suitable meeting room. Democratic services will be responsible for the administrational support to the board and will ensure that appropriate meeting rooms are available and prepared for the meetings, and that agendas and minutes are prepared and distributed to all interested parties. Command and control must be directed through the Council Incident Room and there will be no need to operate a separate command facility for the board.

20.2   Tactical recovery group managers will find it more useful to operate from their own desks where they have all of the IT, communication and support services to hand.

20.3   Tactical recovery group meetings can be held in any of the numerous council committee rooms or meeting rooms within County Hall. Bookings of these should be arranged through democratic services along the same lines as for board meetings.

20.4   Operational requirements will more than likely be site based or may well be located in the meeting rooms around the emergency management service offices. Once again, the team leaders may well find it beneficial to work from their normal work place where they will have access to normal day to day requirements.

Matrix of Service v Tasks

Corporate Director	Sue Redmond	Carlton Brand				Maggie Rae	Carolyn Godfrey
Service / Tasks	Neigh-bourhood	Highways and Transport	Strategic Property	Waste Mgt	Planning	Public Protection	Procure-ment
Tasks							
Civil Engineering advice		Y					
Building advice			Y		Y		
Public Health advice						Y	
Waste advice				Y			
Planning advice					Y		
Technical advice on burial issues	Y						
Technical advice on contamination, pollution and environment issues						Y	
Technical advice re trapped casualties	Y	Y	Y				
Technical advice re damaged buildings			Y				
Maintenance and repair of buildings	Y		Y				
Maintenance and repair of Highway structures Including Drains	Y	Y					
Maintenance and repair of other structures	Y	Y	Y				
Design of emergency buildings			Y				
Design of emergency highway structures including drains		Y					
Design of emergency other structures	Y	Y	Y				
Construction of emergency structures	Y	Y	Y				
Deploy a site manager to manage site based work team and to liaise with LAIO and emergency services	Y						
Deploy specialist construction advice	Y	Y	Y				
Management of Waste generated by the incident				Y			
Restore refuse collections				Y			
Road and car park Closures	Y	Y					
Making car parks available for other uses.	Y						

Corporate Director	Sue Redmond	Carlton Brand				Maggie Rae	Carolyn Godfrey
Service Tasks	Neigh-bourhood	Highways and Transport	Strategic Property	Waste Mgt	Planning	Public Protection	Procure-ment
Clear and emergency repairs to roads	Y	Y					
Road diversions	Y	Y					
Emergency Pumping and drainage specialists	Y	Y					
Transport of evacuees to rest centres		Y					
Transport for evacuated schools		Y					
Transport for the elderly, sick and infirm		Y					
provide staff for rest centres in Leisure centres	Y						
Liaise with utilities							Y
Procurement of specialist advice	Y	Y	Y	Y		Y	Y
Procurement of specialist equipment and plant	Y	Y	Y	Y		Y	Y
Procurement of Materials and contractors.	Y	Y	Y	Y		Y	Y
Fuel and repair of vehicles	Y						
Four by Four vehicles	Y	Y					
Skilled operators	Y	Y					
Construction Plant, vehicles and Equipment	Y	Y					
General vehicles and Equipment	Y						
Refuse Plant, vehicles, labour and equipments				Y			
Communications equipment	?						?

Reference should be made to the Scheme of Delegation for respective service functions.

Figure 2   Recovery Management Structure
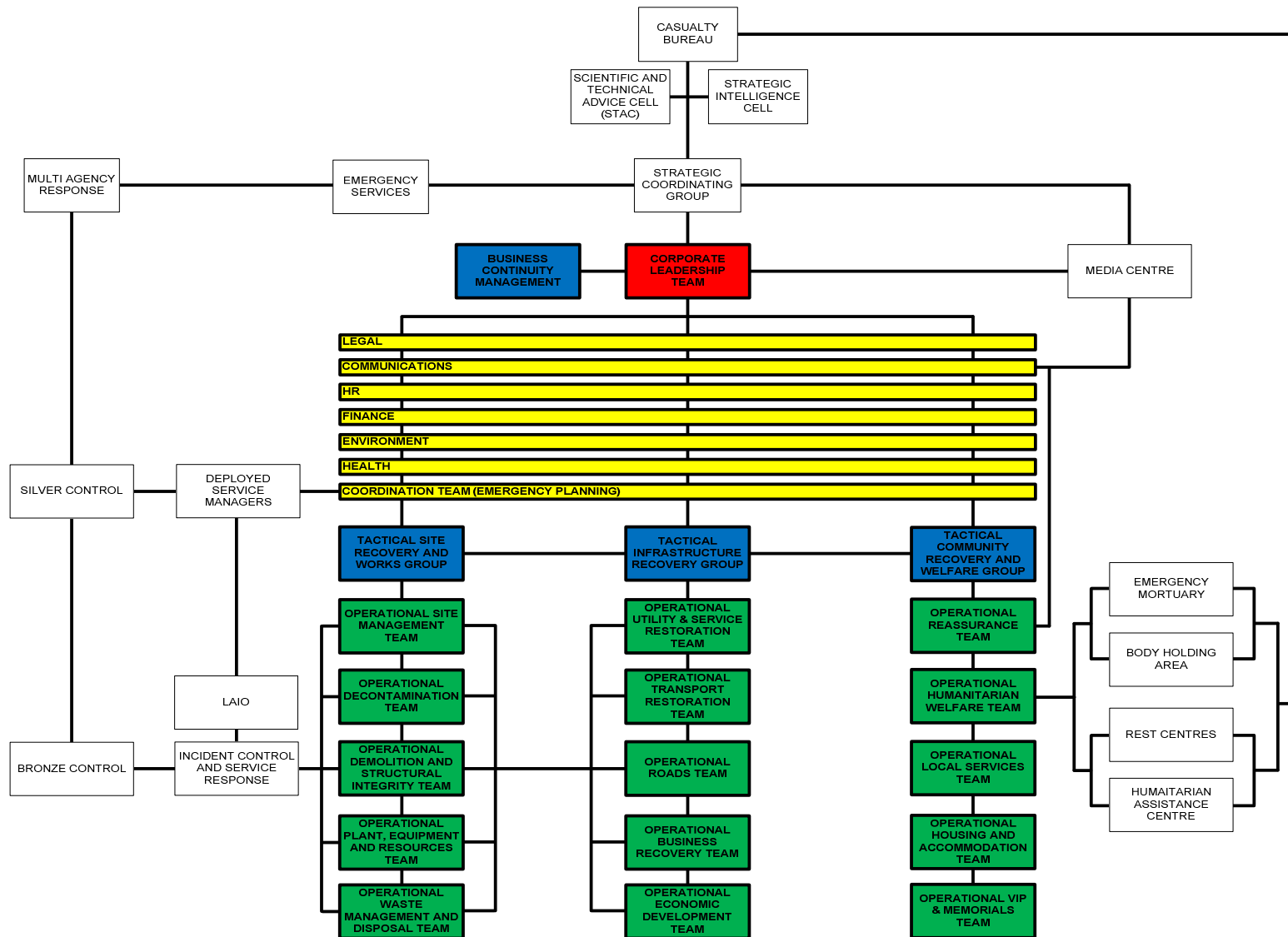
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Annex A

21 Strategic recovery board

Guidance for the chair of the strategic recovery board

21.1   The strategic recovery board will be chaired by the lead corporate director of Wiltshire Council supported by others of the corporate leadership team and tactical recovery group managers as appropriate. Resilience is of paramount importance as more than one corporate director may chair the strategic recovery board as shifts and the recovery processes dictate.

21.2   Representatives from other agencies with a role to play in recovery operations may also be requested to attend, or may make a request to do so to the chair of the board.

21.3   The guidance notes below set out the key areas for consideration for the board and compliment the guidance notes for the lead corporate director which can be found in the Wiltshire Council Major Incident Plan:

- establish the terms of reference

- set an agenda for meetings (see Appendix B)

- ensure minutes are taken and circulated between meetings

- ensure all actions and decisions with the rationale behind them are recorded

- ensure a rota is in place at corporate director level should the incident become protracted

- consider and appoint permanent members of the board

- ensure that, when appropriate, the hand-over document transferring control from the strategic co-ordinating group to the strategic recovery board has been completed and signed by all parties (see Appendix A)

- decide the overall recovery strategy, ensuring that relevant stake holders, especially the affected communities are involved in its development

- establish a media strategy to provide reassurance to the public

- authorise media statements and information releases

- incorporate strategic objectives that have been agreed during the response phase by the strategic co-ordinating group that are appropriate for recovery

- implement and assess the outcomes of impact assessments in relation to: the incident; the response; and the recovery operations against the ability of the authority to deliver essential services. If necessary implement business continuity management measures

- dependent upon the impact assessments order the establishment of appropriate tactical recovery groups and operational recovery teams (see figure 1 page 13)

- ensure action planning and reporting mechanisms are in place to provide regular updates to the strategic recovery board

- assess and co-ordinate the recommendations and actions of the tactical recovery groups

- monitor financial expenditure and authorise appropriate funding

- review normal operational performance targets

- communicate recovery issues to the strategic co-ordinating group whilst it is running

- agree an exit strategy and a timescale where possible.

Annex B

22 Tactical recovery groups general

22.1   Each tactical group will be led by a service director from Wiltshire Council supported by service heads from within the council, and will have overall responsibility for the operational recovery teams within their group.

22.2   Generic actions

- agree terms of reference;

- ensure that the community is kept informed on progress;

- involve the community with the recovery wherever possible;

- liaise with the business community;

- feed issues that arise into the strategic recovery board for discussion;

- provide tactical leadership, co-ordination and direction to the teams under their control;

- establish operational teams (as shown in figure 1) according to the requirements of the incident;

- manage resource issues and ensure financial accountability;

- ensure that impact and risk assessments are undertaken and ensure that these are continually updated and referred to during the recovery phase;

- utilise the best and most efficient method of relaying information and advice to the affected communities;

- maintain a log of all actions and monitor their progress (see Appendix D);

- record all aspects of expenditure.

Guidance for tactical recovery group chairs

- consider membership of the tactical recovery group and operational recovery teams within your group, including stakeholders

- appoint a secretariat and ensure records are kept of all meetings and decisions

- appoint a deputy chair

- understand the remit of their role and educate the members of the group

- ensure their group is aware of the full recovery structure and their responsibilities within this plan

- establish methods of communicating with other tactical recovery groups outside the strategic recovery board meetings

- promulgate the strategy from the strategic recovery board

- liaise with the media team ensuring pre-prepared and authorised statements are released

- consider which operational recovery teams are required and inform the strategic recovery board

- establish defined reporting mechanisms that are consistent for all the tactical recovery groups and operational recovery teams

- continually assess the requirement for mutual aid, either from within the Council or from external agencies.

Annex C

23 Tactical community recovery group

Introduction

23.1 There are five main operational teams that are incorporated within the tactical community recovery group. The group will be led by the service director communities and the service director adult care & housing operations.

23.2 Some of these teams will have staff seconded from the same service area such as the service area adult care & housing options that will have staff representing their service areas reporting within separate teams:

- operational community reassurance team

- operational humanitarian assistance team

- operational local services team

- operational housing and accommodation team

- operational VIPs and memorial team.

23.3 Membership

- chair

- operational community recovery team leaders

- invited representatives from other agencies as appropriate

Points for consideration

23.4 There are a number of important considerations for the manager of the tactical recovery team and they will need to be cognisant of the following points:

- the needs of the community will be wide and each community may have different priorities therefore community engagement is important

- engaging an elected councillor within certain teams may be beneficial in allaying some fears and concerns of the community
- the establishment and co-ordination of a local volunteer work where this would benefit recovery operations
- the engagement with area boards in the affected areas
- establishing information centres releasing timely information.

24   Operational community recovery teams

Operational community reassurance team

24.1   During the recovery phase it is essential that the correct message is promulgated to all within the community to reassure the local population and to give advice and guidance regarding the progress and direction of the recovery operation. Therefore membership of this operational team will include council and non council staff. In addition the operational community reassurance team will draw part of its membership from the local community being tailored according to events. Where community members are used within recovery operations appropriate health and safety measures, relevant checks and clearances and insurance arrangements need to be in place.

24.2   The operational community reassurance team will be led by the head of area boards from within the communities' service area. It will take tactical advice from and report to the manager of the tactical community recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required);
- area boards
- community representatives
- parish councils
- faith leaders
- voluntary agencies
- Wiltshire Police
- NHS Wiltshire
- Citizens Advice Bureau.

24.3   The operational community reassurance team will:

- act as a conduit between the community and all the operational recovery teams
- maintain a log of all concerns and ensure that these are raised as 'actions' where necessary
- provide information to the manager of the tactical community recovery group in order that information can be drafted and released to the community through the information and advice team.

Operational humanitarian assistance team

24.4   The Wiltshire Council Welfare Plan incorporating the Humanitarian Assistance Plan holds all relevant information regarding this area of operations and should be consulted for more detail regarding the provision of this service. If the operational humanitarian assistance team needs to be generated the Humanitarian Assistance Plan will be implemented to manage the provision of humanitarian support.

24.5   The primary role of the operational humanitarian assistance team will be the running of a humanitarian assistance centre should one have been set up. A humanitarian assistance centre should be seen and utilised as a centre where any person affected by the incident will be able to attend and seek advice and material help should their need require it. It will be a matter for the strategic recovery board to decide upon establishing a humanitarian assistance centre.

24.6   Wiltshire Council emergency planning holds plans for the setting up and running of humanitarian assistance centres and it is essential that all parties connected with the management of such centres refer to these plans.

24.7   The scale of the incident itself or the recovery post incident may not require a humanitarian assistance centre and it may only require a 'drop in' centre in the affected area.

24.8   People react differently to a crisis and it is therefore important that any support given to those affected is co-ordinated. This can be achieved by:

- sharing the role with voluntary agencies
- consultation with the community.

24.9   The operational humanitarian assistance team will take tactical advice from and report to the manager of the tactical community recovery group and membership is set out within the Humanitarian Assistance Plan.

Operational local services team

24.10   The operational local service team will be led by an adult care and housing options manager. It will take tactical advice from and report to the manager of the tactical community recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- Wiltshire Police
- area boards
- parish councils
- voluntary agencies
- Wiltshire National Health Service
- Great Western Ambulance Service
- faith representatives.

24.11 An essential feature of the recovery phase is the provision of essential services to the affected communities.

24.12 The main purpose of the team will be:

- restoration of education within schools and colleges in co-operation with the department for children and education

- restoration of waste disposal services

- provision of food and essential supplies

- health care to the elderly and other vulnerable people

- any other service that may be required dependent upon the incident

- deal with any offers of help from members of the public.

Operational housing and accommodation team

24.13 The operational housing and accommodation team will be led by the head of housing options. It will take tactical advice from and report to the manager of the tactical community recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)

- housing associations

- private letting agencies

- department of work and pensions

- Association of British Insurers

- Chamber of Commerce

- voluntary agencies.

24.14 It is likely that during the response phase of a major incident, evacuation of residential and business premises may have to take place. This may continue into the recovery phase.

24.15 The main priorities are to establish and cater for the population that have been made homeless or need re-housing. This will require liaison with both housing associations and private letting agencies. There will be occasions where private tenants and house owners require re-housing; in this eventuality insurance companies should be consulted at the earliest opportunity in order that loss adjusters can make immediate evaluations on behalf of their companies.

24.16 In the case of privately owned residential properties which have to be evacuated because of damage to the property, this would be quite clearly an insurance issue but in the early stages of the evacuation the local authority will bear the responsibility for the provision of short term accommodation. This will require a degree of tact and diplomacy in the way the matter is handled as those residents affected may well be distressed.

24.17 In regard to business premises it may be necessary for businesses to adopt their business continuity measures with possible relocation to alternative premises or changing their working practices.

24.18 If a rest centre and/or humanitarian assistance centre is running the operational housing and accommodation team may be best located within one of these centres, details of which can be found in the respective plans.

Operational VIP and memorials team

24.19 In any major incident and certainly an incident that requires a planned recovery operation it is highly likely that VIPs will wish to visit the affected area to meet those affected and the emergency and response personnel involved in the recovery effort.

24.20 Dependent upon the VIP, whether they are a senior politician or member of the royal family, the metropolitan police and/or Wiltshire Police will be in control of the operational aspects of the visit.

24.21 Where the visit is by a member of the Royal family the Lord Lieutenant's office at County Hall will handle the programme and deal with the event. The leader of the council or a representative will be available to brief the VIP, and councillors should be encouraged to assist with the arrangements.

24.22 The operational VIP and memorials team will be led by the head of democratic services. It will take tactical advice from and report to the manager of the tactical community recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required);
- Wiltshire Police
- area boards
- parish councils
- voluntary agencies
- faith representatives.

24.23 Positive press coverage can emanate from VIP visits which will assure the community that everything possible that can be done is being done on their behalf. Government Ministers or MPs will attract media attention and this affords an ideal opportunity for the public to be reassured by the release of information regarding the recovery process.

24.24 The group must also consider the need for:

- books of condolence;
- floral tributes;
- memorial and/or support funds;
- memorial services;
- permanent memorials.

Annex D

25 Tactical site recovery group and works group

Introduction

25.1   The group will be led by the service director strategic services, highways and transport. There are five main operational teams incorporated within the tactical site recovery group. Some of these operational teams will have personnel seconded from other service areas such as economy and regeneration, waste management and adult care & housing operations that will have staff representing their service areas reporting within separate teams:

- operational site management team
- operational decontamination team
- operational demolition and structural integrity team
- operational plant equipment and resource team
- operational waste management and disposal team.

25.2   Membership

- chair
- operational community recovery team leaders
- invited representatives from other agencies as appropriate.

Points for consideration

25.3   The considerations in the event of an incident involving site clearance should take include the following points:

- function of the affected structures (is the building/structure an essential part of the community or the infrastructure?)
- identify who is responsible for the clearance at this location whether it falls upon the Wiltshire Council, the Government or the private or commercial sector
- the location
- extent of the damage
- risks they present to health and the environment and to those engaged in the site clearance (i.e. presence of asbestos)
- requirement for decontamination
- assessing the nature and scale of the problem and determining priorities
- identify all options and implications – Is the building worth saving or should it be demolished?
- if the building is to be demolished, how will this be done to limit contamination to the surrounding area?
- have any building owners engaged their own contractors to carry out any decontamination or demolition work?
- identify available resources

- completion of a 'dynamic risk assessment' of affected structures and whether these present a particular threat to the safety of personnel

- commissioning the demolition or shoring up of dangerous structures

- commissioning equipment and personnel needed to secure a safe and effective clear up

- timeline of recovery/phased reopening of sectors and/or public highways

- location of skips

- material shortages

- auditing of the facilities

- effective site security and where appropriate screening of fencing is essential for health and safety

- protecting and preserving the site for investigative and forensic purposes, it will prevent unauthorised access by traders, sightseers and other unsolicited visitors.

25.4   The tactical site recovery and works group has a major role in clear up operation and will be instrumental in any regeneration plan that could be implemented. The group manager will obtain a decision from the strategic recovery board having apprised them of the full situation as to an agreed end point for the clean-up.

25.5   This group will take an active role in seeking markets for the materials that may be generated by site clearance and the following methods of disposal should be considered:

- recycling

- composting

- burning

- spread into the land

- recovery, treatment and restoration.

25.6   There must be a clear understanding and agreement between Wiltshire Council, the site/building owners and respective insurance companies over the handling and right to receive revenue generated from the points mentioned. Advice should be sought from the legal team.

25.7   Call out for the works team will be through 'Neighbourhood Services' via the Duty Engineer callout system

26   Operational site recovery teams

Operational site management team

26.1   The operational site management team will be led by the head of waste management. It will take tactical advice from and report to the manager of the tactical site recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)

- utilities

- contractors.

26.2   The team will deal with incidents where decontamination is not an issue, particularly if the contamination is a result of a chemical, biological, radiological and nuclear event such as a terrorist attack. Should decontamination be required then the operational decontamination team must be involved in all aspects of site management.

26.3   Once the police and/or the Health and Safety Executive have concluded any criminal or forensic examination of a site or premises Wiltshire Council will take over the site management.

26.4   A necessary function of the operational site management team is to manage site:

- access

- security

- safety.

26.5   A temporary office at a safe and suitable location on the boundary of the site will be established. This will be used for:

- a marshalling area

- recording and monitoring movement of personnel and equipment

- collection of passes for controlled access to the site

- provision of transport and control of transport for the removal of debris

- storage of equipment and resources

- work to clear debris for example removal of debris causing obstruction or damage to highways, pavements and footpaths

- delivering safety briefings for those attending the site.

26.6   On occasion dependent upon the size of the site there may be a requirement to divide the site into sectors. The size of each sector and the number of personnel working within may be determined by the nature and location of the incident.

Operational decontamination team

26.7   The operational decontamination team will be led by the head of public protection. It will take tactical advice from and report to the manager of the tactical site recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)

- Government Decontamination Service

- NHS Wiltshire

- Health Protection Agency

- Health and Safety Executive

- Wiltshire Fire and Rescue Service

- Environment Agency

- water and sewerage companies

- Health Protection Agency.

26.8 During the recovery phase there may be occasions where the recovery cannot progress due to the contamination of the area by chemical, biological, radiological or nuclear (CBRN) or other hazardous material. The detailed information for dealing with a hazardous material incident can be found in the Local Resilience Forum's Hazardous Materials Incident Guide.

26.9 There will be a need to liaise with the Government Decontamination Service who will:

- provide advice and guidance to support the Wiltshire Council decontamination team, the Environment Agency or those contractors responsible for the decontamination of buildings, infrastructure, mobile transport assets and the open environment

- provide strategic guidance on assessing risk and vulnerability, the prevention and limitation of contamination, the decontamination options and methodologies available and their approximate costs, and advance preparation for decontamination

- invite specialist companies to tender for the decontamination work and then assess each of these companies on their capabilities

- ensure that Wiltshire Council has ready access to decontamination services should the need arise

- assist the manager of the tactical site recovery group and the operational decontamination team in the co-ordination of decontamination operations.

Operational demolition and structural integrity team

26.10 The operational demolition and structural integrity team will be led by the head of building control. It will take tactical advice from and report to the manager of the tactical site recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)

- contractors.

26.11 This team will have responsibility for:

- dangerous structures

- demolition of existing buildings

- safeguarding of dangerous structures

- building regulations concerning any building programme.

Operational plant equipment and resources team

26.12 The operational plant equipment and resources team will be led by the works team manager from the emergency response structure. It will take tactical advice from and report to the manager of the tactical site recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- contractors
- plant and equipment hire companies
- employment bureaus.

26.13 The operational plant and resources team will:

- source suppliers of plant and equipment
- liaise with the finance, procurement and legal teams over hiring costs and contracts
- liaise with Wiltshire Council human resources team in respect of any additional labour requirements
- maintain a comprehensive log of all requirements and expenditure.

Operational waste management and disposal team

26.14 The operational waste management and disposal team will be led by the head of waste management. It will take tactical advice from and report to the manager of the tactical site recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- contractors
- Environment Agency
- appropriate water and sewerage companies.

26.15 Society continues to function after any disaster so therefore it is important that human waste whether it be sewage, domestic or commercial needs to be disposed of swiftly and in an ecological manner.

26.16 Consideration should be given to the full range of transport modes that might be required to facilitate the removal of debris from the incident site. There is a need to address the following points:

- appropriate registration certificates and authorities in place to carry waste
- loading equipment available on vehicles suitable for the waste being carried
- arrangements for the procurement of transport to remove debris
- arrangements to be put in place for the parking, fuelling and maintenance of contractors vehicles
- consideration as to whether the type of debris carried will affect the future use of the vehicle

- health and safety issues to be considered including personal protective equipment (PPE) for operators

- compensation/insurance arrangements

- segregation of the different types of waste and debris

- labelling the waste skips with the particular type of waste to be deposited in each

- wherever possible compounds for storing material and waste skips should be located away from environmentally sensitive areas such as drains, water channels and areas of human habitation

- information on current licensed landfill ;

- advise on the handling, site storage, treatment and disposal of materials, including contaminated material, by helping to identify facilities for the storage, transport and disposal of the waste material

- owners and occupiers should be allowed access to their premises at the earliest opportunity, subject to full assessment of prevalent risks and hazards. This should also be evaluated against the possibility of cross contamination should access be considered during the investigative process and it is essential that prior approval is sought before access is granted

- protocols should recognise that sensitive documents and personal items may be found in and around the incident site and arrangements developed to cover collection, sorting and storage to ensure that items are returned to respective owners. These arrangements should include long term storage or disposal where owners cannot be located.

Annex E

27   Tactical infrastructure recovery group

Introduction

27.1   The group will be led by the service director strategic services, highways and transport.

27.2   Wiltshire Council will need to work closely with organisations such as the Regional Development Agency in order to achieve a satisfactory level of restoration. They can offer guidance, assess the economic impact and advise on strategies to build and maintain confidence.

27.3   The tactical infrastructure recovery group will be managed by a senior manager from the economy and regeneration service area. There are five main operational teams that are incorporated within the tactical infrastructure recovery group. Some of these teams will have personnel seconded from the same service area who will have staff representing their service area engaged with other operational teams.

- operational utility and services restoration team

- operational transport restoration team

- operational roads team

- operational business recovery team

- operational economic development team.

27.4   Membership

- chair
- operational infrastructure team leaders
- Highways Agency
- affected stakeholders.

Points for consideration

27.5   The considerations in the event of an incident resulting in the need for operations to recover the infrastructure include the following points:

- utilities such as gas, water, electricity, transport, fuel etc. being affected by shortages or a breakdown in supplies
- hygiene issues involving sanitation, clean water or food
- local businesses whether commercial or industrial
- are employees laid off or having to work from alternative locations
- have the road and/or rail transport systems been affected causing disruption to the flow of passengers and goods/freight which impacts on a swift return to normality
- are essential road/bridge repairs required to assist with the restoration of normal services

27.6   These are some of the many reasons where the recovery process should not be seen as a short term fix but as an opportunity to restore or re-build for the future.

28   Operational infrastructure recovery teams

Operational utility and services restoration team

28.1   The operational utility and services restoration team will be led by a head of service from the service area strategic services, highways and transport. It will take tactical advice from and report to the manager of the tactical infrastructure recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- contractors
- appropriate utility providers.

28.2   Every effort should be made to restore utility services to as many people as quickly as possible. Without infrastructure restoration (e.g. electricity sub-stations, water pumping stations, telephone exchanges) utility companies will be unable to restore disrupted supplies to individual householders and businesses.

Operational transport restoration team

28.3 The operational transport restoration team will be led by the head of passenger transport from within the sustainable transport division of the strategic services, highways and transport service area. It will take tactical advice from and report to the manager of the tactical infrastructure recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)

- train operating companies

- rail track

- bus and coach companies

- road haulage companies

- private transport providers, e.g. taxi services.

28.4 The prioritisation of essential services will be a major consideration in the recovery of the transport infrastructure and the Wiltshire Council Business Continuity Plan will need to be referred to, to establish the pre-identified essential services. There will be a draw on providing the essential services of:

- care for the elderly and infirm with transport to hospital

- providing services such as meals to the elderly

- provision of school transport

- provision of transport for those with disabilities.

28.5 Transport companies have their own emergency arrangements and they will need in the first instance to refer to their own business continuity plans.

Operational roads team

28.6 The operational roads team will be led by the head of highways asset management and commissioning from the strategic services, highways and transport service area. It will take tactical advice from and report to the manager of the tactical infrastructure recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)

- Highways Agency

- contractors

- utilities.

28.7 It is not only important for the recovery of the community to restore the road network as soon as is practicably possible, but also to enable plant and equipment necessary to carry out recovery operations to reach the affected communities.

Operational business recovery team

28.9 The operational business recovery team will be led by the head of economic regeneration. It will take tactical advice from and report to the manager of the tactical infrastructure recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- Chamber of Commerce
- Business Link.

28.10 The manager of the operational business recovery team will need to consult with Emergency Planning for Wiltshire Council to establish what, if any business continuity measures have been adopted and whether they need to continue. The manager will need to:

- consult with the manager of the tactical infrastructure recovery group
- assess of the findings of the impact assessments on business recovery
- establish if there have been any temporary or permanent closures of operations or businesses
- establish if any businesses have relocated to temporary premises
- are any of the work force displaced from their homes
- establish an online or call centre approach to gather information from and pass advice to business owners.

Operational economic development team

28.11 The operational economic development team will be led by the head of economic regeneration. It will take tactical advice from and report to the manager of the tactical infrastructure recovery group and membership will be drawn from:

- Wiltshire Council (appropriate services as required)
- Regional Development Agency
- Association of British Insurers
- Chamber of Commerce
- Business Link.

28.12 Whilst recovering the basic components of the community such as housing, infrastructure, roads and transport are vital, the ability of other aspects of the community to adapt and improve such as businesses, shops, restaurants and tourism are also important. Wherever possible the recovery effort should not only bring about a return to pre-incident conditions, but should also take the opportunity to give the affected community opportunities to grow and improve in the future.

ANNEX F

29   Other key organisations

Introduction

29.1   The roles and responsibilities of the key organisations likely to be involved in recovery are listed below. Within a particular geographic area, there may also be other local organisations that can support the recovery effort. In addition, there may be other specialist national and regional organisations that, whilst not normally involved in recovery, might have a role depending on the impacts of a particular emergency (e.g. English Heritage if listed buildings are affected).

Agency Roles

29.2   **Wiltshire Police** will:

- ensure that the strategic recovery board is convened as early as possible during the actual response phase to an emergency/major incident

- be represented at the local level on the strategic recovery board in order to ensure that local issues can be addressed with foreknowledge of particular areas and issues

- offer managerial guidance with respect to, or act as conduit for, the other emergency services should they not be present at the strategic recovery board

- give feedback to the strategic recovery board regarding implications for the police service that any proposed recovery strategy or measure may entail, in particular with regards to:
    - body recovery, identification and forensic examinations
    - security issues
    - traffic management at funerals, memorial services, etc
    - public order at funerals, memorial services, etc

- if family liaison officers are deployed, a family liaison manager may join the strategic recovery board (or liaison to the family liaison manager should be sought) in order to liaise closely with the strategic recovery board regarding investigative and individual recovery issues, such as funerals

- if an emergency mortuary has been established, a senior identification manager may join the strategic recovery board or should be liaised with.

29.3   **Wiltshire Fire and Rescue Service** will:

- provide the use of specialist equipment during the recovery phase

- provide professional advice on fire and rescue issues

- provide a long term urban search and rescue capacity if required.

29.4   **Great Western Ambulance Service**: The primary areas of responsibility for the ambulance service at a major incident may be summarised as:

- to save life together with the other emergency services

- to provide treatment, stabilisation and care of those injured at the scene

- to provide appropriate transport for medical staff, equipment and resources

- to establish effective triage points and systems and determine the priority evacuation needs of those injured

- to provide a focal point at the incident for all National Health Service and other medical resources

- to lead and provide communication facilities for National Health Service resources at the scene, with direct radio links to hospitals, control facilities and any other agency as required

- to alert the receiving hospitals

- to provide transport to the incident scene for the medical incident officer, mobile medical/surgical teams and their equipment

- to arrange the most appropriate means of transporting those injured to the receiving and specialist hospitals

- to maintain emergency cover throughout the ambulance service area and return to a state of normality at the earliest time

- to inform the Wiltshire NHS of all potential major incidents

- to maintain the health and safety of all personnel at the scene.

29.5 **National Health Service Wiltshire**: The primary areas of responsibility for the NHS Wiltshire at a major incident may be summarised as:

- assessing the impact on health and health services of every potential major incident

- where necessary providing the strategic management of an incident which involves a range of health service providers

- providing the Health Service input and specialist health advice to the strategic management of a major incident

- ensuring that services of all providers of health care are supported to meet the needs of the local population

- ensuring that the Local NHS Trusts and ambulance service have major incident plans and the necessary resources to put them into action

- co-ordinating primary care response

- providing a strategic view on long-term threats

- arranging epidemiological follow up

- arrange provision of specialist toxicological advice

- notify the Regional Office of the NHS Executive South West.

29.6 The **Health Protection Agency** will:

- provide impartial expert advice on health protection and provide specialist health protection services

- respond to health hazards and emergencies caused by infectious disease, hazardous chemicals, poisons or radiation

- support and advise other organizations with a health protection role.

29.7 **Councillors**: The councillors of Wiltshire Council have an important role to play in assisting with the recovery process. They have a duty as the community representative to gather and make known the concerns of their community and area boards, and feed them into the recovery process. They also have a very important role in the feeding of information and advice back to the community.

29.8 They have a role:

- as the focus of community concerns being represented on each of the tactical groups

- in identifying problems and vulnerabilities of their community that may require priority attention and feeding them back to the relevant recovery tier whether it be the strategic recovery board or a tactical group

- for their knowledge of local personalities and resources

- in enhancing local community cohesion and liaison

- in reassuring the community

- in consultations on rebuilding or modernisation

- in assisting in getting messages to the community

- in assisting with VIP visits

- In liaising with other elected representatives

- in assisting and possibly chairing debrief sessions with the community.

29.9 Through their normal duties as committee members, councillors give the authority strategic direction and decide policy. They will scrutinise decisions of officers and other committees and suggest improvements where necessary.

29.10 They will ultimately authorise actions affecting the Council's functions, so they will need to be kept fully informed with accurate and up to date information.

29.11 The **Resilience and Emergencies Division (South)** will

- liaise with central government departments in relation to the incident

- provide advice and support to local responders during the recovery phase, including assisting with the co-ordination of recovery from a regional/ widespread incident if required

- provide assistance with media relations through the use of the Government News Network.

29.12 The **Regional Development Agencies** provide support and advice on the following:

- economic development and regeneration

- business efficiency, investment and competitiveness

- employment

- skills

- sustainable development

- tourism

- links to local or sub-regional development organisations including local authorities, Business Links, Chambers of Commerce and specific regional bodies.

29.13 The **Government News Network** will assist all responders to obtain the latest and best information, and gather information for national media briefings.

29.14 The **Department of the Environment, Food and Rural Affairs (DEFRA)** will:

- protect animal welfare

- minimise the impact of the emergency on food production, farming and fishing industries

- advise on the disposal of contaminated carcasses

- provide the Rimnet (radiation monitoring) service for radiological incidents.

29.15 The **Environment Agency** will:

- lead on pollution incidents to water, land and air, e.g. major oil/chemical spill. Prevention, control and monitoring of environmental impact. Can arrange for remediation of pollution

- during flooding events, focus is on operational issues such as issuing flood warnings and operating its flood defence assets to protect communities at risk. At the recovery phase the focus is on continued provision of public information

- investigation and enforcement of environmental offences.

29.16 They will also provide advice/support on:

- hazardous waste disposal

- chemical, biological, radiological and nuclear (CBRN) decontamination waste disposal

- recovery after nuclear and non-nuclear radiation events including knowledge of installations and list of contractors

- COMAH sites plus other major industrial installations regulated under integrated pollution control regime.

29.17 The **Food Standard Agency** will:

- ensure any food products that are suspected or known to be contaminated do not enter the food chain

- enforce countermeasures that are put into place during the emergency phase and withdraw them as quickly as possible

- advise, together with the Environment Agency, on the safe disposal of food that has been affected by the emergency.

29.18 The **Government Decontamination Service** will:

- provide advice and guidance to support those responsible for the decontamination of buildings, infrastructure, mobile transport assets and the open environment following a release of any chemical, biological, radiological, nuclear (CBRN) substances or major hazardous material incident (HAZCHEM)

- ensure that responsible authorities have ready access to the services of the specialist decontamination companies on its framework.

29.19 The **Health and Safety Executive** (HSE) protects people's health and safety by ensuring that risks in the workplace are properly controlled. It regulates health and safety in nuclear installations, mines, factories, farms, hospitals, schools, offshore gas and oil installations, and other workplaces. It also regulates the safety of the gas grid, railway safety, and many other aspects of the protection of both workers and the public.

29.20 The HSE remit encompasses the workplace health and safety of other responding agencies, including the emergency services. In addition, its chemical, biological, radiological and nuclear experts can provide relevant specialist or technical advice to support recovery from emergencies, especially, but not exclusively, those events that involve major hazard industrial sites.

29.21 The **Met Office** will:

- provide weather forecasts

- provide weather advice to assist plume modelling during pollution events

- provide weather advice to assist in mapping the airborne spread of diseases.

29.22 The **Flood Forecasting Centre**, a working partnership between the Environment Agency and the Met Office, provides flood warnings and alerts to targeted category one and two responders giving time for people to protect themselves from the effects of flooding.

29.23 The **Highways Agency** will:

- operate and manage traffic on the strategic road network i.e. motorways and all purpose trunk roads

- despatch traffic officers to manage incidents and assist customers primarily on the motorway network

- put in place traffic management and implement diversion routes on the whole of the strategic road network that it manages

- set strategic and/or local variable message signs and other signing to provide drivers with up to date information for instance on diversions

- provide the latest travel information on HA information line (HAIL), HA web site Traffic England, traffic radio and various other HA communication channels.

29.24 **Faith groups** have a role in:

- recognising the spiritual dimension of life and death;

- a ministry of care and comfort to relatives and others caught up in the disaster;

- to support others as requested by family liaison officers;

- providing a ministry with hospital chaplains in hospitals;

- providing a ministry at temporary mortuary facilities;

- to organise local church services as required by the community;

- to assist with the organisation of memorial services.

29.25 **Voluntary Sector**: the nature, range and scale of services offered by the voluntary sector may alter depending upon the context of the emergency situation at the time. The voluntary sector can provide support in a number of generic areas specifically:

- welfare

- social and psychological aftercare

- medical support

- search & rescue

- transport

- communications

- documentation

- training & exercising.

29.26 A full list of all voluntary agencies is held within the Wiltshire and Swindon Local Resilience Forum (LRF) VASEC Guide.

29.27 Call out of the voluntary agencies will be made through the Wiltshire Council Public Protection emergency management service.

29.28 Association of British Insurers: Following an emergency, the insurance industry will provide the following:

- facts and figures about who and what is covered by household and business insurance

- specific guidance on the issues likely to arise after a flood or terrorist event

- details of the protocol between the insurance industry, the police and other emergency responders on communication and co-operation after a major event

- key contact details of the organisations that represent the insurance industry.

29.29 The **British Chamber of Commerce** is a private organisation with a paid membership. It is not, therefore, a recognised responder. However, members of the Chamber of Commerce can receive the following support:

- making new business contacts

- legal expenses

- insurance

- business helpline

- HR advice

- health & safety service

- payment services

- risk insurance.

29.30 **Business Link** provides information, advice and support to businesses and individuals. Rather than providing all the advice and help itself, it fast-tracks customers to the expert help they need.

29.31 Business Link will fast-track customers to support and advice on the following:

- start ups

- finance and grants

- taxes

- employing people

- health and safety

- IT and e-commerce

- sales and marketing

- international trade

- business continuity and disaster recovery.

29.32 The **Citizens Advice Bureau** will provide free information and advice to help people resolve their legal, monetary and other problems.

29.33 There are two **train operators** that run in Wiltshire – First Great Western and South West Rail.

29.34 **Network Rail** is responsible for the running, maintenance of rail track, signalling, bridges, tunnels, level crossings, viaducts throughout the rail network in Wiltshire.

29.35 The **Road Haulage Association** is a UK trade association which represents members of the road haulage association providing advice and training.

29.36 There are 566 **bus companies** and 10 **coach companies** that operate within Wiltshire. Details are held at www.carlberry.co.uk

ANNEX G Table 1. Recovery management responsibilities

Strategic level	
Chair of the strategic recovery board	Lead Corporate Director, Wiltshire Council

Community recovery	
Tactical community recovery group manager	Service director adult care & housing options or service director communities
Operational community reassurance team leader	Head of area boards
Operational humanitarian assistance team leader	Humanitarian assistance centre manager (as per HAC Plan)
Operational local services team leader	Adult care manager
Operational housing and accommodation team leader	Head of housing options
Operational VIP and memorials team leader	Head of democratic services

Site clearance	
Tactical site clearance recovery group manager	Service director strategic services, highways and transport
Operational site management team leader	Head of waste management
Operational decontamination team leader	Head of public protection
Operational demolition and structural integrity team leader	Head of building control
Operational plant, equipment and resources team leader	Works team manager
Operational waste management and disposal team leader	Head of waste management

Infrastructure recovery	
Tactical recovery group manager	Service Director Economy and Regeneration
Operational utility and service restoration team leader	A head of service from strategic services, highways and transport
Operational transport restoration team leader	Head of passenger transport
Operational roads team leader	Head of highways asset management and commissioning
Operational business recovery team leader	Head of economic regeneration
Operational economic development team leader	Head of economic regeneration

Recovery support service managers	
Legal manager	Service director legal and democratic services (monitoring officer)
Communications manager	Service director communications
HR manager	Service director HR and Organisational Development (head of paid services)
Finance manager	Service director finance (section 151 officer)
Environment manager	Service director public protection
Health manager	Service director adult care & housing options or service director children & families

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Appendices

30   Handover certificate

Upon this status certificate being signed by both Wiltshire Council and Wiltshire Police, the command and control for dealing with the recovery phase of the incident at ………………… ………………………………is to be taken over by Wiltshire Council.

It is agreed between the chairman of the strategic co-ordinating group (SCG) and the lead Corporate Director of Wiltshire Council that the following six points apply:

1.   There is no known further risk to life specific to this incident.
2.   The circumstances dictate it more appropriate for the command and control to rest with Wiltshire Council in that the phase is clearly now one of recovery.
3.   There are no serious public order or crime prevention issues that impact on the overall strategic co-ordination of the recovery phase.
4.   Wiltshire Fire and Rescue Service, together with the Great Western Ambulance Service, are now operating at a level, which does not necessitate a strategic (gold) co-ordinating group (SCG) to co-ordinate and facilitate their activity.
5.   There are no known scenarios that may give rise for the requirement to reinstate the strategic (gold) co-ordinating group in the foreseeable future in relation to this incident.
6.   Wiltshire Council is satisfied that it has the infrastructure and processes in place to take over co-ordination from the police.

Signed:... Wiltshire Council

Signed: ………………………………….……………… Wiltshire Police

Date and time:...

The signatories below have read and acknowledge the contents of this status certificate.

....…………   ....…………
Wiltshire Fire and Rescue Service   Great Western Ambulance Service

31   Strategic Recovery Board - Sample agenda

1.   Welcome and introductions

2.   Apologies

3.   Situation report

4.   Confirmation of chairman and membership of the strategic recovery board

5.   Hand over from the strategic co-ordinating group

6.   Reports on identified recovery issues and what tactical groups are required

7.   Tactical groups

   a) Chairman and membership

   b) Staffing

   c) Locations

   d) Equipment

   e) Resources

   f) Aims and objectives

   g) Time constraints

   h) Reporting methods to the strategic recovery board

8   Financial considerations

9   Media cell and press releases

10   Frequency of future meetings

11   Exit strategy

12   Time and venue of next meeting

13   Any other business

32   Template for a recovery action plan

It is recommended that each tactical group maintains an action plan, and these are then all pulled together for review at recovery co-ordinating group meetings.

To aid this review, it is recommended that:

- The status / progress column is colour coded (Red / Amber / Green) to quickly highlight how each action is progressing.

- Each action is given a priority rating where:

E = Essential

I = Important

D= Desirable

This will assist in focussing the efforts of the myriad of partners who will be involved in the recovery process, and will enable the strategic recovery board/tactical groups to focus on the essential and important actions.

Action	By Whom	By When	Status / progress	Priority rating
			[insert text then colour code box Red, Amber or Green to reflect progress with action]	[label each action E, I or D]

Wiltshire Council

Cabinet

23 October 2012

Subject: **Second Tranche Campus proposals**

Cabinet member: **Cllr Stuart Wheeler, Cabinet Member for Transformation, Leisure and Culture**

Key Decision: **Yes**

Executive Summary

Wiltshire Council has committed to delivering a campus investment and improvement programme across the county. This was confirmed by Cabinet when approving the leisure review in December 2010 and subsequently when approving the initial tranche of campus proposals in December 2011. This paper brings forward the second wave of these campuses and will be followed by further papers regarding other areas from summer 2013 onwards.

This paper is a follow up to the previous Cabinet papers in December 2009, February 2011 and December 2011 where Cabinet and then Council confirmed their support for provide fit for purpose accommodation for services in each community area and also to initiate community led development of proposals for the co-location of services, known as community campuses.

A campus is a building, or collection of buildings, in a community area that provides the services communities need in easy to access location/s. In this sense the term 'services' can be considered all encompassing and includes services delivered by the Council, its partners, other public service providers and services provided by the voluntary and community sector.

The report sets out the second tranche of four business cases associated with campus proposals for the communities of Calne, Cricklade, Pewsey and Tisbury, along with the request for funds to deliver enhanced youth provision in Malmesbury. This is an enabler to a long term campus proposal which will be developed when the Malmesbury Area Board formally create a Shadow COB, recognising that the wide spread and community involvement in developing the skatepark proposal replicates that used elsewhere under the banner of a COB, albeit with less structured community involvement. This paper asks Cabinet for their approval to deliver these proposals.

The campus development programme aims to improve services by developing facilities that complement the respective community areas in

Wiltshire. This is the fundamental principle that underpins the programme; a better form of tailored delivery developed by local communities, for local communities. The proposals in this paper demonstrate that the campus proposals are financially deliverable over the 25 year lifecycle assessment used by the council and due to the planned phasing of capital investment will deliver savings over the lifespan of the buildings, whilst providing improved buildings and lower carbon emissions now

Shadow Community Operation Boards (Shadow COBs) have been established in thirteen community areas with three more currently in the process of development. The Shadow COBs work under the auspices of the Area Boards; therefore they maintain a direct link to local elected representation whilst enabling a community-led approach to campus proposals and service prioritisation.

The campus proposals provide an opportunity to reduce the risks associated with operating an aging and disparate estate; several of the existing delivery locations that would become surplus under these proposals currently present a risk to the Council in terms of continuity of service as they are in a poor state of physical repair.

The specifications and locations of the campus proposals set out in this paper have been developed locally and are supported by the Area Boards for Cabinet consideration. The purpose of this paper is therefore the consideration of options that have primarily been developed at a local level.

The Campus proposals in this paper contain two key areas for consideration. Firstly, Cabinet are asked to approve the funds to deliver the baseline proposals that are deliverable within the existing business plan and meet 'essential' needs, as identified by the community. Secondly cabinet are asked to consider whether they wish to approve any of the enhanced proposals that require additional investment, but would deliver the aspirational needs identified by the community. The recommendations in this paper refer to both options and further detail is provided in appendices A, B, C, D and E.

Cabinet are recommended to approve the baseline proposals in this report for the reasons set out and to note that further business cases associated with campus proposals will be brought forward in due course as they are developed with the COBS and approved by the relevant Area Boards.

Proposals

This paper recommends that Cabinet:

(i)   **Approve the financial resources required to develop the baseline proposals detailed in appendices A, B, C, D and E.**

(ii)   **Consider whether to award additional investment in any area to enable the delivery of the enhanced option for that location, as outlined in tables 1, 2, 3, and 4 and appendices A to D.**

(iii) Approve that the rationalisation of assets in scope for the campus programme be used to promote growth initiatives where this is supported by the community and deliverable within the councils capital programme

(iv) Recognise the direction of future local development will be communicated via developing a 'picture' for each community area, which is created in a way that complements and supports emerging neighbourhood planning approaches.

(v) Continue to support the concept of delivering for the community of Royal Wootton Bassett and continue negotiations with the MOD regarding this.

(vi) Confirm their support for the masterplanning exercise for Calne (which will be jointly led by Wiltshire Council and Calne Town Council) which makes available the existing Library building and other central area sites owned by the council to develop asset backed options for delivering a central campus in Calne as part of a wider regeneration package.

(vii) Note and welcome the progress made so far across the county recognising the approach taken in tranche one, and ask that this is continued for future tranches.

Reason for Proposal:

In December 2009 Cabinet gave its approval to provide new or improved accommodation for services in each Community Area and in February 2011 Cabinet support was given to developing an innovative approach to local people having the opportunity to directly influence the services available in their community. In December 2011 the first tranche of campus proposals was given approval and Cabinet asked for further tranches to be brought forward in due course.

The majority of area boards have established Shadow Community Operations Boards (COBs), with a view to enabling local people to develop campus proposals and be part of the development and appraisal of future alternative delivery models. There are now thirteen active COBs and three more are in the process of selecting representation. The proposals in this paper follow on from previous cabinet papers and decisions and outline the business cases for specific campus proposals for the communities of Calne, Cricklade, Pewsey and Tisbury.

Dr Carlton Brand
Corporate Director

Wiltshire Council

Cabinet

23 October 2012

Subject:	**Second Tranche Campus proposals**
Cabinet member:	**Cllr Stuart Wheeler, Cabinet Member for Transformation, Leisure and Culture**
Key Decision:	**Yes**

Wiltshire Council has committed to delivering a campus investment and improvement programme across the county. This was confirmed by Cabinet when approving the leisure review in December 2010 and subsequently when approving the initial tranche of campus proposals in December 2011. This paper brings forward the second wave of these campuses and will be followed by further papers regarding other areas from summer 2013 onwards.

Purpose of Report

1. This report sets out the second tranche of business cases associated with campus proposals to serve the communities of Calne, Cricklade, Pewsey and Tisbury along with an update on progress on the development of campus proposals across Wiltshire.

2. The report refers to proposals that require consideration of commercially sensitive information, such as the proposed capital investment required to develop the campus facilities and the potential capital receipts attributable to assets recommended for disposal. Details of such information are provided within the confidential part two element of the paper, but wherever possible information is made available within part one.

3. The report asks that Cabinet approve the delivery of campuses in Calne, Cricklade, Pewsey, Tisbury and investment in youth provision for Malmesbury, and that funds be included within capital programme, along with seeking confirmation of Cabinet's views approving the direction of the next phase of proposals.

4. The Campus proposals in this paper refer to two main points of consideration. Firstly Cabinet are asked to consider approving the funds to deliver the baseline proposals that are designed to assist in the delivery of the councils business and meet essential needs identified by the community. Secondly, Cabinet are asked to consider whether they are minded to approve any or all enhanced proposals that require additional investment, but would deliver the wider aspirational needs identified by the community. The recommendations

in this paper refer to both options and further detail is provided in tables, 1 to 4.

5. As development of the initial tranche is moving forward more emphasis is being placed on the growth of Wiltshire's communities as requested by Cabinet. This is undertaken with particular reference to the Council's role in facilitating growth and encouraging partners and landowners to take a holistic approach to growth initiatives. Linked to this is the Council ensuring its assets (*or the disposal of its assets*) are used in a way that contributes to stimulate growth and regeneration and close work between the Campus Programme Team and the council's Economic Development Service.

Background

6. In December 2009 Cabinet confirmed its approval for a range of projects, to be delivered within the Transformation Programme, which sought to rationalise properties in order to provide fit for purpose accommodation for services. In February 2011 Cabinet additionally confirmed its support for the Transformation Programme to implement the campus programme, which sought to improve service delivery through the improvement of operational estate and reduction in the number of unsustainable buildings owned or used by the council. In December 2011 Cabinet approved the funding required to deliver the first tranche of campus proposals in Corsham, Melksham and Salisbury. The success of 'One Council' meant that working with local communities to develop locally focused campus proposals and testing alternative models focusing on community-led management for campuses was a natural progression.

7. A campus is a building, or collection of buildings, in a community area that supports the services communities need in easy to access location/s. In this sense the term 'services' can be considered all encompassing and includes services delivered by the Council, its partners, other public service and voluntary sector providers. This is a form of tailored local service delivery developed by local communities, for local communities. Secondary to this is the concept of achieving long terms sustainability, operating certainty and environmental savings by co-locating services.

8. In February 2011 Cabinet approved an approach to developing local management arrangements for the emerging community campuses and other operational estate that will deliver value for money services tailored to local need. The establishment of the Shadow Community Operations Boards (COBs) provides the basis for the ongoing development and assessment of options for alternative delivery models and in 2013 the Council will continue to work with the COBs and external partners to develop this work further.

9. Shadow COBs have been established in thirteen community areas with a further three in the process of development. The Shadow COBs work under the auspices of the Area Boards therefore maintaining a direct link to local elected representation whilst enabling a community-led approach to campus proposals. This builds on the Council's unique approach to community based

working and ensures the Council is the facilitator of community-led service design, opening up opportunities for the Council to consider local management models within the context of service commissioning for Wiltshire.

10. The design and service offer of each campus directly reflects the needs of the area it serves; each campus will, therefore, take different forms and will be driven by different factors resulting in tailor made points of delivery across the county. The second tranche proposals have been the subject of much local consultation and thorough consideration by local elected representatives. Each proposal has been approved by the respective Area Board to be put forward for Cabinet consideration.

11. It should be noted that a considerable amount of time-consuming work has been undertaken by the individuals on the Shadow COBs to develop the proposals. The large number of community representatives are all participating in a voluntary capacity and their continued commitment in terms of time and interest in working with the Transformation Programme to develop improved services for their communities is inspirational, and county wide. Members will already be aware of the significant national interest in this approach, which has increased significantly in 2012.

Main Considerations for the Council

12. The Council is fully committed to supporting local communities to develop campus proposals that will enable a significant improvement in the quality of local services, promote social inclusion and resilience by increasing opportunities for volunteering.   The proposals offer a significant improvement in service quality and support a service model based on specific needs within each respective community area. This is a better form of local delivery that is affordable to the council and will be sustainable over the next twenty five years both in terms of cost and environmental improvements. This model of delivery is a key element of the Council's approach to localism and represents a significant investment by the council in sustainable public infrastructure for future generations.

13. The Council's historic approach to community-based working has been taken further with the establishment of the COBs, which report into the Area Board. The COBs are responsible for identifying service need in their community and with Area Board approval developing the campus proposal. The proposals refer to council services along with services from other providers. The COBs act as co-client in terms of design and delivery of the physical buildings and will directly contribute to the assessment of delivery models – essentially local people are defining their own approach to how, when and where services should be delivered and accepting responsibility to achieve this in partnership with the council and others

14. The campus proposals provide an significant opportunity to reduce the risks associated with operating an aging and disparate estate. By ensuring fit for purpose sustainable estate at the local level, the council is providing the

infrastructure to support communities into the future. The costing model used includes an allowance for maintenance for the next twenty five years – meaning that Wiltshire's communities can consider campuses as focal facilities in the community for a generation. Such long term planning and security is recognised as a key element of promoting, enabling and sustaining community cohesion and supporting sustainable communities.

15. Exploring the opportunities for partnership working is a key concept for the campus proposal. As such, officers from the Transformation Programme have been in discussions with a number of potential partners (e.g. town and parish councils, various educational bodies, Wiltshire Police, health organisations, local charities, among others) notwithstanding that each COB has representatives from local organisations who may like to discuss specific partnering opportunities. The proposals in this paper are supported by the Wiltshire Police 'Vision Programme', who have confirmed their intention to co-locate Neighbourhood Policing Teams (NPT) into campuses as they are developed.

16. Many relationships are developing and may affect staffing in partner agencies and therefore it is not appropriate to disclose all discussions with all partners at this stage. However Cabinet can be assured that the Campus Programme and the COBs are widely engaging with those potential partners that were identified through the public consultations either through a direct approach due to relevance to the campuses or through need identified by the community and that this is overseen and supported by the relevant Corporate Director and Cabinet Member.

17. The financial implications have been treated as commercially confidential, the part two paper of this report covers them in more detail, as they outline cost of capital investment, as estimated by cost consultants as part of the options studies for each campus, as well as values of any capital receipts anticipated.

18. In the past few months the work of the COBs has led to an increased emphasis on links to growth within the community areas. This is primarily driven by the opportunity to establish alternative uses for Council assets that fall into scope under the campus programme, wherever possible, linking to delivering against locally identified needs. This natural progression in emphasis will be expanded as the programme develops in a way that continues to ensure that local people and local organisations are able to influence what happens in their community areas.

Campuses and the National Context

19. Since 2011 the Campus Programme has been on the DCLG Capital and Asset Pathfinder. The Council was initially invited onto wave two but has subsequently be 'accelerated' onto wave one due to the rapid pace and scale of delivery that the Council is achieving, when compared with other pathfinder authorities. This is primarily attributed to the collaborative approach the Council is taking with communities, enabling people to co-design how and where services are delivered and the investment decisions of Cabinet. COBs

and the council continue to seek opportunities to enable local growth and facilitate improvements to community infrastructure across a wide range of areas, including employment, economy, housing, regeneration, environment, health and social care, among others.

20. Following previous approvals, we have continued to liaise with the Minister sponsoring the Pathfinder and with officers from the DCLG and LGA. The DCLG and LGA are focused on supporting growth and the development of a holistic view of public sector assets and services. These are areas that the participatory authorities are being asked to develop examples of best practice in the sector. Wiltshire's unitary position and the innovative approach to working with communities has placed the Council in a unique position to achieve this objective more effectively than other authorities; working with communities to generate and develop the answer for a community area, rather than imposing a solution that may not reflect local needs. Progress on the campus programme delivery will continue to be evidenced and showcased by the Head of Campus & Operational Delivery Models to the DCLG through the expansion of the Pathfinder in the coming twelve months.

21. The approach the COBs will take in this area will be centered on providing fit-for-the-community services and rationalising and facilitating a shared asset portfolio across the Council and key partner estate. This results in a 'picture' for the community area. This approach intends to provide a pictorial image that encompasses not only Wiltshire Council's services but also where and how partners/stakeholders will deliver their services at the request of the local community. The 'Picture for Melksham' was recently presented at the Area Board and was welcomed by the community as a simple way to show the potential for the sites that will become surplus to Council service need through the development of the campus. This links directly to the Council's approach to transparency and supporting resilient communities.

22. The Transformation Programme is working closely with colleagues in Regeneration to ensure that this is complimentary to the development of neighbourhood planning. In a rural county, with disparate market towns, it is a primary objective of the Council to improve the local economic environment and for Wiltshire's town to realise their unique potential.

23. The work to deliver 'pictures' for the communities has a number of links to growth – for example business incubator units on each campus site form part of the core facilities where there is evidence of local need and local priority. The local chambers of commerce or local small businesses are represented on the Shadow COBs. In terms of those assets that will be disposed of the Council is developing approaches to better meet social objectives and provide growth opportunities.

Developing Second Tranche Proposals for Calne, Cricklade, Pewsey and Tisbury

24. This section sets out the key elements of context to the second tranche of campus proposals. In terms of specification the campus proposals offer three levels of service provision outlined to Cabinet previously, which include core

elements as stipulated by the Council, service elements consistent with the specifications for the Council and strategic partner services that are 'in scope', and community elements that are specific to the community in the respective area.

25. Each of the four proposals offer the core specification, to varying degrees of local flavour in or to meet local need, encompassing:

    (i)   Single point of contact
    (ii)   Personal care facilities, including where practical, for each component of a split site proposal
    (iii)   A variety of multi-purpose spaces, ranging from smaller meeting rooms to larger activity spaces
    (iv)   1-1 meeting spaces
    (v)   Office accommodation for Council and partner staff
    (vi)   Facilities for Neighbourhood Policing Teams
    (vii)   Business incubation opportunities
    (viii) Community catering facilities, incorporating shared training kitchens for life skills and community classes/functions
    (ix)   Enhanced community ICT provision, including open Wi-Fi access (and secure Wi-Fi for Council and partners)
    (x)   Medical room

26. The second tranche proposals refer to a baseline proposal that will deliver against the community need identified through the work of the Shadow COBs and to an enhanced proposal that will deliver against community aspiration. The baseline proposals are affordable within the twenty five year funding appraisal process used by the Council to assess capital investment although the enhanced proposals will require additional investment. This paper recommends that the baseline proposals for all locations are approved by Cabinet and that Cabinet consider if they are minded to approve the investment required to deliver any or all of the enhanced proposals on any location

27. Each Shadow COB has produced a design brief that outlines their specification for the campus proposal. Some rationalisation has been undertaken to minimise duplication within the local area, particularly for those proposals that cover more than one site.

28. **Tables 1, 2, 3, 4** and **5** set out the broad proposed specification of each campus development along with some key points for consideration. Further detail is provided in appendices A, B, C and D.

Table 1

A campus proposal for the Calne community area

Baseline Proposal

It is proposed that the following facilities and services be provided for the Calne Community Area within three community campus locations incorporating the existing Calne Leisure Centre, the Beversbrook sports and community facility (owned and operated by Calne Town Council) and a central location to be identified through the forthcoming Calne masterplanning project :

- Core specification as set out in section 25
- Refurbishment of Calne Leisure Centre to provide a long term sustainable leisure element within the campus, as previously approved by Cabinet in December 2010
- Library including improved IT suite for community internet access
- Appropriate spaces for use by young people both through dedicated service provision and on an ad-hoc basis
- A variety of multi-purpose activity rooms (to provide additional space for other services such as Learning Disabilities amongst others and local community activities, as needs are identified)
- Improved pedestrian and cycleway access to the Beversbrook sports and community facility
- Enhancement to the catering and multi-purpose facilities at the Beversbrook sports and community facility

Enhanced Proposal

- The addition of a new all weather pitch at the Beversbrook sports and community facility to support the growth of the facility and reduce the existing significant over-use of the outdoor pitches
- It is proposed that the Council contribute the majority of capital required to deliver the pitch and that officers enter into discussions with Calne Town Council to negotiate a contribution to the project costs and seek a shared income arrangement to make this affordable.

Additional Information

- The Calne community planning work has identified a specific need to address the viability of the central area of the town. Wiltshire Council has significant asset interest in the geographical area and therefore funding has been made available from the Economy and Enterprise team to support the Town Council in leading on a specific piece of masterplanning work. This will identify options for the delivery of the 'central campus' facility for Calne incorporating library provision and some core elements. Other services could include a variety of health facilities. To enable the Council to deliver against options that may come forward it is recommended that the existing Library building in Calne and other assets owned by the Council that are within the geographical scope for the masterplanning work are made available to support asset backed regeneration options if that is considered appropriate and delivers the requirement for a central campus in Calne.
- The refurbishment to the existing Calne Leisure Centre is recommended as the facility will be fully integrated within the campus and although the facility is operated by an independent operator, the Council retain ownership of the asset and the associated long term risks.

Table 2

The campus proposal to serve the community in and around Cricklade

Baseline Proposal

It is proposed that the following facilities and services be provided within two locations in Cricklade at the Leisure Centre and the proposed central Town Council offices at Ockwells:

- Core specification as set out in section 25
- Refurbishment of Cricklade Leisure Centre to provide a long term sustainable leisure and multipurpose element within the campus, as previously approved by Cabinet in December 2010
- Library including improved IT suite for community internet access, to be located at Ockwells.
- Appropriate spaces for use by young people both through dedicated service provision and on an ad hoc basis
- A variety of multi-purpose activity rooms (to provide additional space for other services such as Learning Disabilities amongst others and local community activities, as needs are identified)

Enhanced Proposal

- The Cricklade COB and Cricklade Town Council stated a preferred option for the delivery of their central location at the existing Police Station site, which would become surplus to requirements following the relocation of the NPT into the campus. The investment required to develop offices, meeting space, community catering and enhanced library facilities exceeds that which would be considered deliverable within a baseline budget, therefore the COB ask for the baseline position to be considered by Cabinet. To be clear the enhanced option includes the provision of the library service on the ground floor increasing accessibility and allows for additional multi-purpose space in a central location, which is currently not provided.

- It is important that Cabinet note the discussions locally around the preferred option of the Police station site, which would contribute towards regeneration in the town centre, it would provide much need investment into the exterior of the existing building which is aesthetically poor, an enhanced library with improved facilities for children and it would create more functional and flexible core campus spaces. The local chamber of commerce have highlighted a need for conference and meeting spaces in the centre of the town, which could be accommodated at the Police station site but not at Ockwells.

- Should Cabinet approve the enhanced proposal for Cricklade, then officers and the Shadow COB will liaise with Cricklade Town Council to ensure that the enhanced proposal is then subject of further consultation locally. The future of the Ockwells would be a material consideration for the Town Council within this further consultation process.

- Should Cabinet be minded to approve an enhanced proposal for Cricklade then officers will need to liaise with Wiltshire Police to secure the ongoing use of the existing police station for the community.

Additional Information

- If the baseline proposal is approved then it is proposed that the parts of the Ockwells building, currently occupied by Cricklade Town Council and Wiltshire Council's library service, be transferred to the ownership of Cricklade Town Council. This arrangement would include standard necessary clauses around future use and disposal along with reference to the Town Council being responsible for ensuring the necessary arrangements are in place for the Library service to continue its operation. The business case referring to this option includes a notional contribution towards minor physical enhancement to the building prior to transfer.

- The refurbishment to the existing Cricklade Leisure Centre is recommended as the facility will be fully integrated within the campus and although the facility is operated by an independent operator the Council retain ownership of the asset and the associated long term risks.

Table 3

The campus proposal for the Pewsey community area

Working Proposal

It is proposed that a split site campus, incorporating the newly provided library based 'phase one' campus and enhancements at Pewsey Leisure Centre site, will offer the most appropriate and sustainable campus for the community area. It is proposed the following facilities and services be enhanced and/or provided on the existing Pewsey Leisure Centre site:

- Core specification as set out in section 25 with the added proposal to develop a shared point of contact and co-located and shared facilities with Pewsey Vale School
- Refurbishment of Pewsey Leisure Centre to provide a long term sustainable leisure element within the campus, as previously approved by Cabinet in December 2010
- Appropriate spaces for use by young people both through dedicated service provision and on an ad hoc basis
- A variety of multi-purpose activity rooms (to provide additional space for other services such as Learning Disabilities amongst others and local community activities, as needs are identified)
- Enhanced outdoor multi-purpose court area for school and community use
- Enhanced parking facilities to provide for the campus, noting that parking arrangements on site are currently inadequate

Enhanced Proposal

- The existing configuration of the leisure facility presents significant challenges in terms of delivering a coherent and free-flowing building and in terms of maximising efficiencies of flexible space. The enhanced proposal proposes an internal reconfiguration of the building which would deliver a more flexible and manageable building with regards to operational management.
- The enhanced proposal is effectively a new build, encompassing major works to the central area of the building. It also includes the addition of swimming facilities specifically for small children, which is lacking in the area and can be considered a significant improvement to the current specification of the leisure centre. This type of provision sits neatly alongside the children's centre, primary school and the proposed

childcare facilities within the campus.

- The enhanced proposal also delivers the provision of a mobile campus, or satellite outstation, to take services to other parts of the community area. It is suggested this could be shared with other COBs and community areas.

Additional Information
• The Pewsey Shadow COB has developed a strong relationship locally with Pewsey Vale School, and the campus proposal includes the use of school facilities by the community. Refurbishment is proposed along with a shared single point of contact with the school subject to the necessary agreement with the school. The School have also offered a small financial contribution towards the enhancement of the tennis courts, which is outlined in the part 2 element of this paper. • In 2011 a new purpose 'phase one campus' based on the library facility was developed in Pewsey, therefore this has remained out of scope in terms of improvements and co-location but scope exists for its expanded use. The facility is valued greatly locally and it is envisaged that the building and service will be included in the campus management programme and the COB has expressed a wish to explore maximising increased usage of the building.

Table 4

A campus proposal to serve the community in and around Tisbury
Working Proposal
It is proposed that the following facilities and services be provided for the community in and around Tisbury within a campus on the existing Nadder School and Leisure Centre site: • Core specification as set out in section 25 • Refurbishment of Tisbury Leisure Centre and outdoor pool to provide a long term sustainable leisure element within the campus, as previously approved by Cabinet in December 2010 • A learning skills centre to incorporate formal and community-type skills training • A variety of business incubation units, linked to the skills centre, to support new and growing local businesses • Enhanced Library facilities, linked to the skills centre • Community ICT provision, linked to the skills centre and informal community areas • Appropriate spaces for use by young people both through dedicated service provision and on an ad hoc basis • A variety of multi-purpose activity rooms (to provide additional space for other services such as Learning Disabilities amongst others and local community activities, as needs are identified)
Enhanced Proposal
• As noted in the additional information the site is disparate in nature, with a variety of occupied buildings and very poor quality outbuildings. The baseline proposal broadly retains the useable buildings in their present location, meaning that although the campus will be on one site the buildings themselves will be disparate. The enhanced proposal suggests that the sports hall, currently located in the dryside leisure centre

is re-provided on land in-between the Nadder School building and the outdoor pool, and the remainder of the dryside leisure would be provided for within the Nadder School building. This would create a single, more sustainable building which would be more accessible to users, enable enhanced opening hours of all services and provide an opportunity to make more efficient use of operational staff and volunteers.

Additional Information

- The Shadow COB initiated discussions with local educational providers to provide a formal skills and training provision linked to a community skills centre. Young people in the area tend to look out of the county towards Shaftsbury and Gillingham as many are educated in that area. The concept of providing training in the Tisbury area is supported, with specific reference to leisure and hospitality and ICT training along with the potential to implement a military integration programme. Consideration to the provision of rural skills training will also be given. A partnership with potential providers will be the subject of further discussion, further consultation and research around specific need which is ongoing.

- The Nadder school site is disparate in nature with a dryside leisure centre and outdoor swimming pool at opposite ends of the site. The old school building and Nadder Hall (owned and operated by the Nadder Hall committee) are connected along with a DCS office and children's centre. There are also a number of outbuildings and the Tisbury pre-school located in the old caretakers bungalow. Directly adjacent to the site there is the primary school, a King George V playing field/children's play area/skatepark and open space earmarked for a community orchard which is owned by the Parish Council. On the eastern side lies the Hindon Lane residential development which is currently under development.

- Access to the site has been the subject of much consultation and deliberations locally. A planning application for access to the proposed campus site from the Hindon Lane development has been submitted locally and the development itself will create a further access to the campus site, which opens up opportunities for a coherent access to the campus for all local residents.

29. In December 2011 Cabinet received an update on a proposal for a campus to serve the community in and around Royal Wootton Bassett. Cabinet resolved for officers to initiate discussions with the Ministry of Defence, and these discussions have been continuing in 2012. A further update will be brought to Cabinet at an appropriate time, but in the interim this paper recommends Cabinet continue to support the development of options for a campus in Royal Wootton Bassett.

30. Under the terms of reference that the Shadow COB work to they are responsible for the ongoing engagement of the wider community in order to inform the campus proposal and the resulting 'picture' for a community area. This is a particularly challenging area of work for the Shadow COB as they need to ensure an equitable process that extends and engages across their community area where individuals not only have a voice on an ongoing basis, but directly affect the outcome.

31. All forms of consultation at a local level are led by the Shadow COB in the format and style that they feel best suits their community – there is no one size fits all approach. This has included the following conduits of feedback and consultation, among others, which are specifically designed by the COBs and supported by the Campus team and other Council representatives such as Communications, Research, and the Equalities and Diversity team

- Surveys and questionnaires
- Roadshows and pop-up shops
- Dedicated Shadow COB websites or blogs where the community can interact with the project
- Area Board meetings where the Shadow COB provide status updates and copies of all notes of meetings and can have the opportunity to present certain aspects of their project if they wish
- Open meetings
- Targeted consultations – *in the form of literature, events or meetings on specific topics or areas of work, e.g. all Shadow COBs have held equality workshops to ensure the needs of all sectors of the community are met in terms of consultation, design and operation*
- Online conduits including, but not limited to Wiltshire Council and partner websites
- Open door policy in terms of any individual making representation to the Shadow COB or Wiltshire Council
- Area Board attendance

32. The scope of services identified within the campus proposals to date has been informed by community consultation and by known issues associated with existing service accommodation that is not fit for purpose. Services that require a primary presence on site, e.g. leisure, libraries, youth service, among others, are considered defined services and engagement between the COBs and service representatives from these areas has been facilitated. Other services that would not have a primary presence on site, but may use the facility for meeting space or other specific activities, would be described as undefined and engagement on their wider needs will also take place through the design process.   It is important to emphasise that a key design criteria across all campuses will be a commitment to the maximisation of multi-use flexible space.

33. Subject to future Area Board approval, officers from the Transformation Programme will bring forward additional business cases as they develop. It is therefore expected that in 2013/14 and 2014/15 Cabinet will be asked to consider proposals and the associated business cases from the Shadow Community Operation Boards operating in the following community areas: Bradford-on-Avon, Chippenham, Tidworth, Trowbridge and Westbury.

34. Amesbury and Devizes have recently resolved to establish a Shadow COB and Malmesbury will shortly be considering the concept at a forthcoming Area Board.   Area Boards in the community areas of Marlborough, Warminster and some of the communities surrounding Salisbury have yet to formally consider the establishment of a Shadow COB.

Malmesbury

35. For some time in Malmesbury, the Area Board and local community have been working to develop a proposal for enhanced Youth Provision. The widespread involvement from local people is in line with a campus ethos, albeit with less structured community involvement. This work has included input from the transformation programme and property services.

36. The resource developed will be a single flexible space, capable of being used for a variety of uses. One of the prime functions to be accommodated will be an indoor skateboarding facility, utilising moveable ramps. However, the space will be made available for a variety of other community functions. The existing toilet facilities within the Cotswold House Youth Centre will be accessible to users of the space, through modest internal modifications. Details of the operational arrangements remain to be established.

37. The total cost of the project is in the order of £250,000 and as a prelude to the formal development of a COB and campus proposal for the Malmesbury area and a figure of £70,000 has been requested from Wiltshire Councils Transformation Programme. Officers have reviewed this proposal and assessed its deliverability and believe that this investment should be made in advance of the creation of a full Campus proposal for Malmesbury, to recognise the significant community input and support for the proposal.

Update on Tranche One

38. Corsham - In May 2011 planning consent was granted for the development of the campus and following enabling works in the summer the construction will begin shortly with completion likely in early 2014. The Shadow COB has been acting as co-client in the submission of the planning application and the design process and will shortly be focusing on defining their aspirations on some form of locally influenced management model. The Town Council have confirmed their support for the approach being taken

39. Melksham – It is likely that the Melksham campus and some parts of the associated 'Picture for Melksham' will be submitted for planning consideration in the spring of 2013. The Shadow COB has been engaging with users and local stakeholders to ensure that the emerging design reflects needs identified through the consultation and endorsed by the Area Board and then Cabinet. There has been positive engagement with the Town Council in relation to the Assembly Hall.

40. Salisbury – It is likely that the Salisbury campus will be submitted for planning consideration in the spring of 2013. A major focus of the Salisbury campus is on provision for vulnerable people, linked to facilities for the wider community, therefore the Shadow COB has been engaging with various stakeholders to ensure the design, as it emerges, meets the needs of those groups. Transport linkages have been highlighted as being a key element of the long term success of the campus.

Management Appraisal

41. There is a need to establish appropriate management arrangements for the emerging community campuses that are community based, community focussed and designed by the community they serve so it makes sense that local people have a direct role in their operations. The proposal for estate management and service delivery is likely to centre on developing a mechanism that maximises community influence and involvement to deliver appropriate local services across Wiltshire.

42. Governance options will cover those that allow the community to direct and/or influence strategic planning, programming and operation of facilities that fall within the scope of the campus and possibly other elements of the 'picture' for a community area – in some cases this will be facilities and assets that are owned or managed by independent parties or partners within the project. Community empowerment is critical to the success of the management project – this is not an approach that can be imposed on communities; it is imperative that communities want to take part.

43. It is proposed that a full options appraisal and preferred approach is recommended to Cabinet following external assistance and challenge and options for suitable partnership arrangements to support this area being explored with procurement.

Financial Implications

44. The proposals in this paper are supported by business cases appraised against the financial implications of maintaining the existing in-scope services at their present locations in their current condition, i.e. no significant improvement to the asset unless required by necessity such as end of an assets useful life or health and safety. The business cases are considered confidential as they refer to highly commercially sensitive information including the estimated capital costs of development along with the potential value of receipts that could be secured if a need for disposal was identified. Notwithstanding the sensitive nature of some information, where possible information providing some of the context is made available within the part one element of this paper. Once a successful tender process is complete, in line with normal practice, the Council will make full disclosure of the business cases.

45. The business cases have been analysed using a discounted cashflow method, which is a standard and widely accepted method for using the 'time value' of money to appraise long-term projects; in this case the 25 year life cycle. The 'time value' of money is the value of money factoring in a given amount of interest applied over a period of time. For example, using an interest rate of 2%, £100,000 of today's money invested or paid out is equivalent to £102,000 after one year.

46. All future expenditure and income is estimated and then discounted to give their present values i.e. the value at today's prices, and the sum of all present values provides us with the Net Present Value (NPV) which is taken as the overall value or price of the project. The interest rate used, known as the discount rate, is a rate of return that could be earned at this time on an investment in the financial markets. Therefore for the Council the interest rate used is the current return being gained through our investment portfolio, 1.5%.

47. If a higher rate was used in the business cases, due to the higher operating costs of the maintain existing over the whole life, the baseline campus NPV would generate a higher saving over the 25 years.

48. This method enables ease of comparison over the 25 year project life as it effectively brings both options back to today's prices; taking into account the higher up front capital investment of the campus development, against the higher ongoing running costs of maintaining current models of provision.

49. Baseline costs have been calculated using the 2012/13 budget figures. Overall these are in line with actual spend and tie back to the Councils baseline position in the financial plan. Across all business cases property operating costs have been inflated by a flat line 4% for consistency purposes; in reality more accurate inflation rates would be applied during the Councils annual budget setting round.

50. The proposed spend on ongoing maintenance is based upon a realistic view of work that would be carried out to maintain the assets in a financially prudent and appropriate condition. This is not the same as the complete clearance of all maintenance backlogs and a return to 'pristine' condition that could be achieved with no budget restraint.

51. Future costs associated with operations (e.g. NNDR, among others) have been factored into the appendices based on existing operating models, but Cabinet are asked to note that some of these costs could be reduced significantly depending on the future operating model. As previously agreed by Cabinet, this work is being undertaken with the Transformation Programme and will result in an update Cabinet Paper in 2013.

52. Although the financials are not fully detailed in the part one of this report the overall revenue position can be summarised for all four campus baseline and enhanced proposals and the four maintain existing service options against the current approval within the existing, financial plan. This together with the outcome of the 25 year whole project life NPV appraisal is shown below in **table 6**:

Table 6

	Non-discounted (Financial Plan)			25 Year NPV £'m
	2013/14 £'m	2014/15 £'m	2015/16 £'m	
Financial Plan	0.638	0.691	0.750	n/a
Maintain Existing	0.914	0.861	0.968	33.021
Campus Proposals Baseline	0.671	1.120	1.244	27.562
Campus Proposals Enhanced	0.673	1.163	1.401	37.328

53. Members may potentially wish to consider a mix of enhanced and baseline options to deliver that would still be a financially better alternative than the maintain existing option. The table below shows a mixed option that delivers the maximum number of enhanced proposals, three, whilst still returning a financially better option, £0.188 million over 25 years, than the maintain existing. The campus proposals that would be enhanced are Calne, Cricklade and Tisbury.

	Non-discounted (Financial Plan)			25 Year NPV £'m
	2013/14 £'m	2014/15 £'m	2015/16 £'m	
Maintain Existing	0.914	0.861	0.968	33.021
Campus Proposals 3 Enhanced 1 Baseline	0.673	1.135	1.250	32.833

54. From a purely financial perspective, when compared against the current financial plan, all options would require revenue investment in the first year (2013/14), with the maintain existing services option requiring a significant investment. This is because the existing financial plan is broadly predicated on minimal health and safety and essential reactive maintenance.

55. After the first year all options would still require revenue investment over and above the financial plan, although the maintain existing services option would require lesser revenue investment in the short term than the campus proposals, in the longer term the Campus proposals will deliver significantly better value for money; this ignores all the other benefits associated with the development which include the creation of a much improved sustainable asset base and the delivery of major Cabinet commitments.

56. The investment required for all options in 2013/14 and beyond would need to be identified as a growth item in the budget setting process which will be ratified at Full Council in February 2013. As this is predominantly around

revenue cost of capital investment this will be factored in as a corporate growth item by accountancy as part of the normal budget setting process.

Legal Implications

57. The proposal set out in this paper will be subject to various legislative provision and the legal risks to the Council will be minimised as the project develops with the use of specific external legal advice where appropriate and effective monitoring and influence from legal services as with other areas of the Transformation Programme. Governance, as with other campuses will be within the council's transformation programme, and fall under the remit of the Transformation Board, which is chaired by Dr Carlton Brand, Corporate Director.

Environmental and Climate Change Considerations

58. In terms of campus design the Council has committed to achieving a minimum of BREEAM 'very good', ensuring that we follow best practice in sustainable building design, construction and operation. The Transformation Programme seeks to significantly reduce overall carbon emissions, by up to 40%, by using high quality construction standards. In addition measures will be taken to mitigate against wider environmental risks through an extensive climate change adaptation project where appropriate.

Equalities Impact of the Proposal

59. An equality impact assessment has been completed which demonstrates that the campus development programme and the approach to developing the proposals fully promotes equality of opportunity.   Services and operational estate will be designed to meet immediate local need and improvements will mean improved, fully accessible services and facilities for all sections of the community, something the council cannot currently offer in these community areas.

60. A significantly enhanced approach to equalities has been taken at a local level with each Shadow Community Operations Board developing locally focused equalities principles that will inform the design of the campuses as they are developed.

61. The COBs have taken an innovative approach to equalities within the context of the campus proposals to ensure they explore local views on how to ensure their approach contributes towards the development of an accessible and sustainable community campus and that needs of all sectors of the community are reflected in the scope of services and the design of the campus. They have all facilitated equalities workshops, supported by Wiltshire Council equalities team and in some cases Equal Chances, Better Lives (ECBL) and the Wiltshire and Swindon Users network (WSUN), which focus on asking local equality sector representatives to discuss and debate

the design principles. The open discussions result in the collection of data, views and ideas to inform the campus proposals from an equality perspective.

Risk Assessment

Table 6

Risks of proposals	Mitigation of risks
Potential closures of services associated with not developing campus facilities	All messages to the Area Board, COB and community have been consistent in terms of proposals are subject to Cabinet consideration and the planning process. Additional papers associated with alternative options for existing sites would be brought to Cabinet at a later date if Cabinet decided to reverse its previous commitment to the development of Campuses and the maintenance of local services.
Financial investment with long term commitments.	All financial and delivery aspects form part of the wider Transformation Programme which reduces the risk as any expenditure will be considered against priorities within a cohesive overall programme robustly aligned to the councils business plan. Prudent budgetary management will be applied and savings captured centrally. Robust, detailed, evolving financial risk assessment to be completed and monitored.
Delivery schedule of the campus developments	Appropriate investigative surveying has either been completed or will be completed shortly. All delivery timelines are indicative until such a time that a costed final design is developed and a site specific delivery and construction timeline is produced in line with commercial tenders and planning consents. The COBs will be co-client to design and development process and will be responsible for reporting progress locally to the Area Boards.
Affording local people and communities the responsibility to act as co-client in development of the campus	All COBs are supported in a consistent way by the Transformation Programme and working to Terms of Reference that ensure they work under the democratic auspices of the Area Board. All representatives on COBs have been asked to complete a non-disclosure agreement ensuring secure sharing of relevant information. The proposal firmly meets the Council's agenda to decentralise services so the council can be confident that it is delivering against appropriate policy and is delivering against policy that has previously been approved by Cabinet and formed the key focus of the Council's Unitary

	proposal.
The need to develop legal governance arrangements.	Seek specialist external advice throughout project. Robust, detailed, evolving risk assessment to be completed and monitored.

Inclusion on the DCLG Capital Asset Pathfinder and membership of the national Alternative Delivery Models Group is already in place |

Options Considered

62. The specifications and locations of the campus proposals set out on this paper have been approved locally by the Area Boards for Cabinet consideration, therefore for the purposes of this paper the consideration of options has primarily been made at a local level.

63. The options Area Boards have considered were predominately developed by the COBs in the respective areas, and the options were based upon the outcome of locally-led consultation with communities and local stakeholders.

64. Options that have been assessed in the development of this report are:

   (i)   The Council does not approve the development of the second tranche of campus proposals for the communities of Calne, Cricklade, Pewsey and Tisbury.

   (ii)   The Council approves the development of the baseline campus proposals.

   (iii)   The Council approves the baseline campus proposals and the delivery of some or all of the enhanced campus proposals.

65. Option (i) does not allow for local decision-making to be taken forward, and broadly speaking the retention of operational estate under the current arrangements does not provide a sustainable model for future service delivery. In addition option (i) does not allow the Council to enhance overall services at the same or less cost and it lessens the opportunities to deliver an innovative approach to the decentralisation agenda and to work with local communities in a way tailored to local need. It is therefore recommended that option (i) be discounted as it is not in line with existing council policy or previous cabinet decisions.

66. Option (ii) has been identified as an appropriate way forward as it offers significantly improved tailored services, developed by the community, that are sustainable and financially efficient in the long term. Option (ii) affords the Council the ability to continue to develop its unique community based working which is already attracting national interest from a number of parties. In addition there will be a significant reduction in the ongoing risks of operating an aging and not fit for purpose estate and the proposal will provide the

communities with the knowledge that they can safely plan for and utilise the enhanced facilities at the heart of the community for many years to come.

67. Option (iii) has been identified as the most desirable from a specification view point, as it offers the same benefits as option (ii) but it would also deliver against the aspirational needs identified by the communities involved. In addition, option (iii) provides enhanced opportunities for increased opening hours, more flexible and coherent buildings and increased accessibility for users across the community area, but is more expensive than option (ii).

Conclusions

68. Cabinet are recommended to approve the baseline proposals in this report (57 ii) for the reasons set out and to note that further business cases associated with campus proposals will be brought forward in due course as they are approved by Area Boards, after development by COBs.

69. Cabinet are asked to consider approving some or all of the enhanced campus proposals in this report (57 iii)

70. Cabinet are asked to note and approve the other recommendations in the report.

Dr Carlton Brand
Corporate Director

Report Authors:
Mark Stone – Director, Transformation
Lucy Murray Brown – Head of Campus & Operational Delivery Models
Andy Brown – Head of Finance
Sarah Ward – Head of Strategic Asset Management

Date of report:
23 October 2012

Background Papers
Equalities Impact Assessment

Appendices

Appendix A   Overview of the Calne Campus proposal
Appendix B   Overview of the Cricklade area Campus proposal
Appendix C   Overview of the Pewsey campus proposal
Appendix D   Overview of the Tisbury area campus proposal
Appendix E   Improvement to provision for young people in the Malmesbury community area

Appendix A: Campus proposal for the Calne community area

The following proposal was approved by the Calne Area Board on 14 February 2012:

Calne Community Campus

Working Proposal
Based on the responses to consultation, it is proposed that the Calne Campus should be a multi-site campus spread over 3 existing sites. The most significant requirements for each site have been identified as:-

Campus North (Beversbrook Sports and Community Facility)
- Safe pedestrian access
- Crèche
- Increased flexibility of the facility

Campus Central (Library Building)
- Reception for all services and facilities and offering advice on other council services
- A variety of multi-purpose meeting / training rooms
- Catering facilities
- Medical facilities (possibly a new Health Centre)
- Crèche (for campus users)
- Tourist information / local information / advice centre.
- Facilities and services for the young
- Personal care room(s) for disabled users and their carers
- Transport Hub
- Dedicated parking

Campus South (Calne Leisure Centre)
- Complete refurbishment of buildings and services to the latest environmental standards
- Tiered seating around the pool area to allow competitions to be held
- Multi-functional meeting / training rooms
- Crèche (for campus users)
- Sporting Goods Shop
- Improved parking

Developing the Proposal

The Calne area board established the Calne Shadow Community Operations Board on 3rd May 2011. At its initial meeting the board decided to simplify its title by referring to itself as the Calne Campus Working Group (WG). The WG representatives span a variety of organisations and sectors within the community area including local councils, Calne Community Area Partnership (CCAP) and Calne Area Transport (CAN), In order to broaden its skill and knowledge base the WG also co-opted representatives from John

Bentley School, Calne Leisure Centre and the Wiltshire Swindon and Users Network (WSUN).

The Phase 1 consultation ran during August 2011, with the aim of establishing what services the Calne community area valued and where improvements to existing services were seen as desirable.

Community area views were sought through a series of response opportunities:
- 2,000 random paper freepost surveys sent to households throughout the community area.
- 3,000 paper surveys available at various locations throughout the community area.
- Electronic (on-line) surveys via the Wiltshire Council website, links to this website were cascaded electronically to local community groups and organisations.

The Phase 1 consultation included 4 questions relating to the proposed campus and a further 4 questions relating to the respondents (i.e. age, gender etc). In addition, there were a number of comment boxes where respondents could add their personal views if they wished. A total of 897 survey responses were received.

Strong themes from consultation:

- the most important and encouraging fact that emerged from the analysis of the responses was the encouraging approval rating of 78% for the campus concept.
- the analysis of Q1 (Which of the following would you like to see in a campus?), demonstrated a high approval rating for the campus to include an indoor sports facility (75%), the Library (61%) and an outdoor sports facility (59%). The Working Group felt that these were already well supported by existing facilities, namely the Calne Leisure Centre, the Calne library and the Beversbrook Sports and Community Facility. As a consequence, the Working Group proposed a multi-site campus spread over these 3 existing sites.
- When asked "What was important to them" in terms of services, the scoring protocol showed an approval rating of 87% of respondents saying that they wanted safe pedestrian access to the campus site and 76% wanted car parking provision at the campus. In addition, 53% wanted good cycle paths to the Campus sites and safe cycle storage whilst at the Campus.

Phase 2 Consultation

The Phase 2 consultation began on the 23rd November 2011 and closed on the 14th December 2011. The purpose of this phase of the consultation process was to determine whether the "Working Proposal" truly reflected the input from the first phase of consultation and whether it still met the needs of the Calne community area.

It was important that the "Working Proposal" was clearly and widely communicated throughout the community area. In order to achieve this, the Working Group decided to use a similar distribution method as in Phase 1.

- 3,000 paper copies of questionnaire were available throughout the town, i.e. at the three proposed Campus sites, the Community Hub, the Information Centre at Bank House. In addition, the questionnaires were made available at the Patford House surgery (3 waiting rooms) and at numerous public surgeries.
- 2,000 freepost copies were sent out to random households throughout the community area.
- Copies were distributed to the Community Area Parish Councils for distribution into their community areas.
- Electronic responses were available online via Wiltshire Councils website (web search Calne Campus).
- The consultation document was also posted onto a local school website to facilitate online responses by parents and pupils.
- Partner websites were used to email consultation documents to their members
- A number of public surgeries were held in Phelp's Parade, the Calne Leisure Centre and at Beversbrook. The timings of these surgeries coincided with their busy periods (e.g. the Phelp's Parade events were held on market days.)
- The Calne Community Hub was used as a permanent display area where volunteers were always on hand to answer questions and receive feedback.

The analysis showed that there was a 13.8% response rate to the Phase 2 consultation paper surveys. 324 responses were received to the online questionnaire.

In line with the Phase 1 consultation analysis, the results from the paper and on-line versions were combined to give a single approval rating for each question. In addition, the 'scoring protocol' as used for the Phase 1 analysis, was also applied. In response to the two questions, the following overwhelming approval rates were calculated:

• Q1 Do you agree with the working proposal for a multi-site campus spread over three existing sites? – 90.25%
• Q2 Do you think that the working proposal meets your own or your family's needs? 89.21%

Masterplanning Work

The Calne community planning work has identified a specific need to address the viability of the central area of the town. Wiltshire Council has significant asset interest in the geographical area and therefore funding has been made available from the Economy and Enterprise team to support the Town Council in leading on a specific piece of masterplanning work. This will identify options for the delivery of the 'central campus' facility for Calne incorporating library provision and some core elements. Other services could include a variety of health facilities. To enable the Council to deliver against options that may come forward it is recommended that the existing Library building in Calne and other assets owned by the Council that are within the geographical scope for the masterplanning work are made available to support asset backed regeneration options if that is considered appropriate and delivers the requirement for a central campus in Calne.

Creation of strategic design principles

The WG has developed a set of strategic principles that underpin the future design of the campus and as such formed the basis of the project brief used to develop the business case. Key elements include:

Generic Design Requirements

Look and Feel

- the campus buildings should be inspiring to all users and be highly valued by the community that they serve. In addition, they should be welcoming, accessible and easy to use, be sustainable and respect the environment. Equally important they should be flexible, supportive and responsive to the changing needs of the community.

- An underpinning principle of the design and function of the campus sites is to solve existing problems and to improve and enhance services and access.

- The physical design(s) should engender a sense of community ownership, engagement and pride.

- Where possible the design of the buildings should encourage social interaction between different users of the various activity spaces, enabling a sense of community and mutual support and providing opportunities for friendship.

- The physical designs should be welcoming and encourage a sense of well-being in the individual user and the wider community.

Access

- All the campus buildings for the Calne Community Area should be fully accessible to **all** who use them, in terms of the design of the building itself and the ancillary areas such as parking and access facilities.

Service Infrastructure

- Sustainability is a core principle and where possible the buildings should be proactively sustainable and energy efficient in all feasible ways.

- All the Calne Campus buildings should take account of sustainable integrated transport means.

- Infrastructure and facilities should be appropriate for all users and where possible potential conflict of interests must be reduced, e.g. changing areas, quiet spaces, multi-purpose spaces etc.

Storage

- To be located across the facilities, with sufficient capacity to cater for all intended need.

- Storage issue needs to be quantified prior to design e.g. from both sports, community and service engagement partners.

Space Management

- Creativity and creative space should be a part of the design and functionality of the building.
- Multi-purpose spaces to be flexible and functional for a variety of services and activities.

Future Proofing

- The campus is to hold a strong position within the community area for the future and able to cater for needs, or have the ability to cater for future needs, over the projected lifespan of the building(s).

Local approach to equalities

To ensure that equality and the needs of all sectors of the community were reflected in the scope of services and the design of the campus the WG facilitated an Equalities and Inclusion workshop on 18 January 2012.

The event was supported by the Wiltshire Council equalities team and the Wiltshire and Swindon Users Network (WSUN) and was attended a number of different organisations including Richmond Fellowship, Calne Access for all (local residents), Alabare, splash (supporting young people through positive activites) and a local GP surgery.

The session focused on asking local residents and equality sector representatives to identify barriers that may prevent the wider community from accessing proposed campus facilities and to suggest ways in which such barriers could be reduced or removed.

Over 25 people attended and the discussions resulted in the collection of data, views and ideas to inform the campus proposals from an equality perspective. Key themes being:

- Accessibility of campus site
- communications and access to information
- consultation/involvement
- community engagement
- Management of site

A full repot of the event is available on the Calne Campus webpage of the Councils website.

The WG lead on Equalities and Inclusion also facilitated a site visit to the 3 proposed campus sites by a local resident who is a wheel chair user. This provided the WG with an invaluable insight into the current issues around accessibility of buildings and transport links which was used to inform their working proposal and travel plan.

Creation of travel principles

The COB has developed a number of Transport Principles. Key themes being:

- The Campus travel plan should encourage sustainable and healthier ways of travelling, such as walking, cycling, car sharing, public and community transport, giving priority where possible to these modes of transport over private car use.
- The travel design must improve on existing facilities and address known problems including congestion (e.g. private car and school buses) around access points and signage.
- Accessibility should be provided for all potential users across the Community Area, to enable use of the Campus on an inclusive basis.

- Transport linkages should be established with the main Town Centre shopping area, particularly for people who may find walking between the Town Centre and Campus difficult.

- The Plan should consider how to encourage and promote bus, taxi-bus, taxi and community owned bus schemes for short-stay, drop offs and regular users in order to encourage use of the Campus facilities in a sustainable low-carbon way without the need of private cars.

- The Plan should be in general conformity with any other local transport plans or initatives in order to create an integrated infrastructure facilitating ease of accessibility to the Camplus site(s) and further afield by good transport linkages.

- The Plan should promote a safe and secure environment for all those accessing the site(s) by foot, cycle or mobility scooter.

- The Campus Travel Plan should be flexible and capable of responding to the needs of all users of the Campus site(s) whether they be residents of the Community Area villages or the urban area of Calne, now and in the future.

The Next Steps

- review of service specifications and discussions with services and partners to inform campus design
- working through initial design process
- development of travel plan
- development of local management principles to inform strategic review of alternative delivery and management options
- evaluating current usage statistics to determine outline operational programming of campus
- a variety of user/focus group feedback
- public roadshow to inform design
- a number of activities and tasks that would be carried out assuming approval, including planning permission submission and detailed design work, amongst others

Appendix B: Campus proposal for the Cricklade community area

The following proposal was approved by the Royal Wootton Bassett and Cricklade Area Board on 28th March 2012:

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Cricklade Community Campus

Support a split-site community campus incorporating the existing Leisure Centre and a High Street location and that the Campus includes, as a minimum, all the services outlined below.

- Community Campus building on links with Cricklade and District Community Association (current operator of leisure services) and town council

Develop facilities at leisure centre to include
- Refurbishment in line with leisure review
- Multi-purposes spaces
- Youth spaces when needed
- Community catering space
- Neighbourhood policing team space

Ockwells – high street location with library, town council offices, tourist information.

Propose to retain services and look to make current spaces more flexible and increase potential for additional uses.

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Partners

There are a variety of local groups and organisations that have engaged with and supported the project throughout its journey and a great deal of time and effort has been put into discussions. Parties include:

- Cricklade Town Council
- Cricklade and District Community Trust
- Extra care working group
- Young person's project/youth group

Developing the Proposal

The Cricklade Area Shadow Community Operations Board (SCOB) was formed by the Area Board on 9th May 2011. Cricklade COB includes representatives from Town Council, education and young people, older people, Cricklade and District Community Association.

Consultation

Consultation phase 1
The first round consultation took place in August 2011 and was in the form of a questionnaire which was delivered to households in the local area through a local

magazine.

- The COB also met with local groups to talk about the campus and gain views

- Paper copies of the consultation survey were available at main centres in Cricklade and surrounding Parishes as well as being possible to submit input online

- All surrounding Parish Councils were written to and asked to give input and publicise the exercise

- 59 % in favour of the Campus idea - With input from the community the COB felt this reflects uncertainty of location and strong opposition to moving all services out of Cricklade Town Centre - with concerns about loss of existing facilities, affect to High Street businesses, and cost of project.

- A split site Campus was the favoured option with 86% of people feeling that was more appropriate for Cricklade Area. 98% of those consulted wanted the Library and Wiltshire Council services to be easily accessible and sited on the High Street.

- 88% of respondents want to be able to walk to facilities

- 47% want public bus service, this is a particularly important item for the outlying parishes if they are to use the Campus

- To enable use of the services 75% felt opening times were important along with cost of sessions and free car parking.

- Access to services included Police, Citizens Advice, Job Centre, Tourist Information and Local Council were all felt to be important

- A split site Campus was highlighted as being a more favourable option and a second round consultation was planned to crystallize service requirements in both sites

Consultation phase 2

The Cricklade COB decided to undertake a second round consultation in a different way by directly talking to groups and also holding open sessions. They felt this was more effective in explaining the concept of a "Campus" and helped with peoples' understanding.

Main Findings from the Second Round Consultation
- A split site Campus was the favoured option with 86% of people feeling that was more appropriate for Cricklade Area. 98% of those consulted wanted the Library and Wiltshire Council services to be easily accessible and sited on the High Street.

- Of the two possible High Street Locations there was strong feeling about both of the potential sites, Ockwells (the existing Cricklade Town Council/Library) and the Police Station. Ockwells had high levels of support due to the history and the original financial contribution by the Town Council.

- There were also high levels of support for the existing Police Station which is a building right in the middle of the High Street badly in need of renovation and currently vastly underutilised.

- In the second round of consultation the services highlighted as being important in each location, with approx. 70 – 90% support, were as follows:
  Leisure Centre – Swimming, Hall, Outdoor Space, Youth facilities, Gymnasium, Tennis.
  High Street – Library, Town and Wiltshire Council Services, Neighbourhood Policing Team, Tourist Information.

Further development of the proposal

On 28th August 2012 the Cricklade Town Council met to discuss their views on the campus project prior the proposal being heard by Cabinet. They resolved:

That the Town Council should be a partner in the Campus subject to:
 i.   The project being to the overall benefit of the residents of Cricklade
 ii. The Campus (either High Street site) being an Asset Transfer to Cricklade Town Council
 iii. A reduction in the Town Council's ongoing costs
 iv. The Town Council, as democratic representatives of the community, playing a major role in the future governance of both Campus sites and having input into the development of a governance model.

The Town Council also resolved that their preference was for a campus at the Police Station subject to:
 i. Further, wide, public consultation into the detailed design at an appropriate time
 ii. Dedicated autonomous space for Town Council officers and the preservation of the Town Council's identity.

Subsequently the Shadow COB met to discuss the campus proposal following the initial feasibility work. It was apparent at that point that the delivery of the Police Station site, assuming support from Wiltshire Police, would require the leisure centre site scope to be reduced due to the relatively high costs of the work at the Police Station. The broad view of the Shadow COB was that the Police Station remained their preferred site, however in order to deliver the right specification for the Leisure Centre the COB agreed they would put forward the Ockwells site as their central location.

The Cricklade Campus Vision

- The philosophy of the Cricklade Area Community Campus is to host a variety of essential public services in a minimum number of readily accessible sites in Cricklade.

- The Cricklade Community Campus will provide sustainable and financially viable services to the Cricklade Community Area (which includes surrounding villages) that will meet the needs of the whole community not just now but for the very long term.

- The Campus buildings will be the hub of the community, a place where everyone feels welcome and where they can access all local government, community, social and leisure services, in a safe, comfortable and fitting environment.

- The sense of community in Cricklade is strong, and by having good and more versatile facilities/services on the "doorstep" (which are based on the views of the community), that sense of community can be strengthened further and be more resilient and responsive to any changes in the future of service provision for the Cricklade Area.

- This can only be achieved with ongoing involvement and guidance of local people, in the running of the Campus Facilities, to ensure that the buildings and services are right and fitting for the needs of the Cricklade Community for the long term

Creation of strategic design principles

It is an overarching principle that the Campus design should foster and encourage a sense of community ownership, engagement and pride whilst balancing the need for value for money.

Fit for purpose:
- Effective life of 25 years
- Build in longevity (building and main services)
- Good quality build
- Build and delivery to be completed within shortest possible timescale to reduce disruption of services
- Value for money

Appearance
- Totally integrated sites, with common theme for both
- To look appealing to the local community, bearing in mind the High Street location is within a conservation area therefore the frontage should be in keeping
- Clean, warm, welcoming, light and airy with good use of appropriate colour schemes
- Well signposted internally
- Easy and accessible maintenance
- Appearance appropriate to a public community facility
- Sympathetic to local neighbourhood in appearance, noise reduction and traffic pollution

Accessibility
- Public Transport to site, or supported minibus
- Adequate parking for cars, motor bikes, cycles, disability vehicles, the disabled
- Reserved parking for public service vehicles
- Signposted in the town
- Capable of being accessed by community with diverse needs, for example, level surfaces, automatic doors, appropriate signs, lifts
- Safe pedestrian access to site
- With facilities capable of being accessed by community with diverse needs and allowing for parking of items such as mobility scooters and baby buggies

Flexibility/Adaptability
- Sites to be 'future proofed' to be capable of meeting future needs that are unknown at this point

- Room/spaces designed for multiple purposes
- Design allows for future expansion of site, for example, plumbing, electrics and can utilise all available space
- Design to enhance the user experience and minimise any competing or conflicting uses, for example, quiet rooms and music rooms
- Design to incorporate identification of future expansion areas/points as and when required

Environmental
- Building to be energy efficient
- Building to be capable to be advantageous to all eco-friendly developments
- Building utilises state of the art building materials and technology where possible
- Optimum insulation to conserve energy usage
- An exemplar in energy efficiency

Safety and Security
- External design should enhance security and contribute to feeling of safety
- Lighting should be incorporated into external public areas
- There should be appropriate (not intrusive) internal security (use of CCTV for example)
- Panic alarms to be fitted as appropriate
- Door access systems required as necessary

Functionality
- Takes account of current known needs
- Flexible confidential interview areas provided for service provision
- Future proof Information Technology requirements, for example, enhanced Broadband
- Balance Value for Money with state of the art facilities which enhance the Community

Local approach to equalities

Once a proposal for the Cricklade campus is clearer, the COB plan to engage with the local community to enable input in to design and equalities principles of the campus proposal. From this the COB will then be able to develop more detailed equalities principles based on feedback from groups with specific equalities focus.

Specific work with young people (through youth club), older people (through local day service) and gypsy and traveler communities (through support of Traveller Education team to help families feed in to consultation).

Through their consultation approaches the Cricklade COB have engaged specifically with a number of groups, organizations and individuals with an equalities focus.

Key themes from the consultation include
- Place where whole community are able to come together, whatever age, ability or background
- Important to recognize different needs of different groups and help feel welcome e.g. young people

Particular groups to include in developing equalities principles include young people, older people, Gypsy and Traveller communities.

Creation of initial travel principles

Once a proposal for the Cricklade campus is clearer, the COB plan to engage with the local community to enable input in to travel principles of the campus proposal. From this the COB will then be able to develop more detailed travel principles based on feedback from various groups.

The Next Steps

- carry out further equalities work
- review of service specifications and discussions with services and partners to inform campus design
- working through initial design process
- development of travel plan
- development of local management principles to inform strategic review of alternative delivery and management options
- a variety of user/focus group feedback
- a number of activities and tasks that would be carried out assuming approval, including planning permission submission and detailed design work, amongst others

Appendix C: Campus proposal for the Pewsey community area

At their meeting on the 14th May 2012 the Pewsey Area Board supported the proposals for the development of a community campus and make the following recommendations to Cabinet:

To support a split-site community campus including the present Leisure/Youth complex, the library and a mobile facility, as defined within the report and ensure that the campus included as many of the services required as possible;

Pewsey Community Campus

The campus proposal developed by the COB is that the campus be split between the newly refurbished library site and the leisure centre/youth centre site on Wilcot Road. The COB has also identified a need for people in rural areas to access services through some form of mobile campus.

Vision
Pewsey Area Community Campus – Bringing modern services into the community area

Key themes identified as important to local people through the consultation
- Youth
- Community
- Leisure

Wilcot Road site – current leisure centre / youth centre;
- Core facilities as in body of Cabinet paper
- Multi-purpose spaces – provided as part of school
- Refurbishment of leisure centre to provide a sustainable leisure element
- Appropriate spaces for use by young people both through dedicated service provision and on an adhoc basis
- An appropriately-equipped mobile community service vehicle.
- Improved outdoor provision including parking, as well as exploring provision of climbing wall (indoors), all weather training area and wheeled-sports arena, in the Pewsey area

Pewsey library site
Maintain and consider further/wider uses of spaces.

Neighbourhood policing team to be incorporated within campus proposal

Consultation also identified a requirement for very rural communities to be able to access campus services through some form of mobile provision.

Partners

- Pewsey Vale School - the COB are currently exploring exciting opportunities for further links with Pewsey Vale School and campus proposal, opportunities to share space and potential to explore co-located school reception/campus single point of contact.

- Pewsey Parish Council have identified a proposed financial contribution towards a wheeled sports park in the Pewsey area.

- Pewsey Parish Council has identified a proposed financial contribution towards 'community space'.

- Neighbourhood policing team within campus proposal.

- Pewsey Children's Centre – links to the campus service where appropriate.

- Pewsey Primary School – the school has a strong interest in the provision of appropriate leisure facilities for the lower age-range and in parking and access facilities.

Pewsey area campus proposal – Vision

Pewsey Area Community Campus – Bringing modern services into the community area

- The COB describe the philosophy of the Pewsey Area Community Campus as being to host a variety of essential public services in a minimum number of readily accessible sites in Pewsey.

- The Pewsey Area Community Campus will provide sustainable and financially viable services to the Pewsey Area (including surrounding villages) that meets the needs of the whole community for the long term (a minimum of 25 years).

- The Campus buildings will be a hub of the community, a place where everyone feels welcome and where they can access all local government, community, social, youth and leisure services in a safe, comfortable and welcoming environment. The Campus should reinforce the sense of community.

- The Campus should provide the impetus for increased inter-activity between the Community Services facility, the Leisure Centre, young people and Pewsey Vale School.

- The COB are currently exploring opportunities for further links with Pewsey Vale School and the campus proposal, opportunities to share space and potential to explore co-located school reception/campus single point of contact, along with links to the Children's Centre for facilities for younger children.

- It is an overarching principle that the Campus design should foster and encourage a sense of community ownership, engagement and pride whilst balancing the need for value for money.

Developing the Proposal

The Pewsey Area Shadow Community Operations Board (Shadow COB) was formed by the Pewsey Area Board on 9th May 2011.

Pewsey campus proposal was always intended to be a split site campus proposal incorporating the newly rebuilt library which incorporates a hot desk area and small meeting room.

Pewsey COB includes representatives from parish councils, local sports clubs, as well as representatives for education and young people, representatives for the wider community and a representative from Pewsey area board.

Consultation

Phase 1 Consultation - Six thousand questionnaires were sent to all registered households in the community area August/September 2011). A return rate of 17.4% was received registering positive (71%) support for the principle of a centralised campus facility for the three primary elements of leisure, youth and community services.

- 75% were for a modern Leisure Centre
- 54% were for a public activity space
- 64% were for a library
- 62% were for provision of youth services
- 57% were for provision of outdoor/all-weather facilities
- 54% were for access to council services
- 55% were for other public sector services
- 50% were for internet access
- 47% were for a café
- 37% were for a playgroup
- 34% were for a skateboard park
- 37% were for a crèche
- 28% were for a luncheon club

The 3 most important factors that would enable access to these services are;
opening times, costs of services and car parking.

Other important considerations in design and travel planning are; car parking on site, convenient bus stops and good bus services, and secure cycle areas.

Key themes of the proposal

From the consultation process four main themes were identified as follows:

    (1)   **A modern facility to house services for young people**
The Pewsey Youth Development Centre (SHAK) is well supported with typical evening attendances of 20-40 for meetings etc on 4 nights per week, as well as regular events on weekends and school holidays. There is ample opportunity/scope for expansion and development of youth services for the wider youth community,

including the Youth outstation at Great Bedwyn.

(2)   **A modern Leisure Centre**

We seek to develop an attractive, modern and comprehensive facility which offers a good and diverse experience to all sections of the community including   ages, disabilities and ethnicity. There are extensive opportunities to provide a   wide   and varied range of sporting, health and fitness activities.

(3)   **Community Services**

It is intended that within the Campus, access to a wide variety of Wiltshire Services will be provided (eg Social Services, Planning, a Registrar outstation for the registration of births and deaths) as well as voluntary groups, health services, counselling groups, carers etc. There are good   opportunities to provide a wide range of public/voluntary services on one site   and   for   enhanced   partnership working.

(4)   **Satellite Services**

The Community area is over 30 miles from east to west, with some 30 villages and settlements. The COB This highlights the need to provide some form of mobile community service to those very rural communities.

Phase 2 Consultation   - Open road shows (November/December 2011) at eight locations around the community area and face to face canvassing took place at locations across the local area and with local stakeholders at the Pewsey Co-op, Pewsey Library and Pewsey Leisure Centre.

The COB addressed the whole school (300 plus students) at Pewsey Vale School, canvassed two older peoples residential sites, and the Pewsey Scouts/Guides. They also sought comment from all community area parish councillors.

The consultation highlighted:

Leisure facilities –strong support for modern leisure facilities with a light and airy feel (74%) Flexibility in design and space is important to respondents as well as adequate storage for equipment; must be capable of responding to future needs and activities and must be fit for purpose for the long term
69% of respondents would like a green / eco friendly facility

Swimming facilities - very strongly supported (81%Would like a swimming pool). A small pool for very young children, disability hoist(s) and 'family-friendly' changing areas were also highlighted as being important. There is strong support for modernised changing rooms including family-friendly facilities.

Fitness suite – very popular (56% of respondents would like an expanded fitness suite. Respondents also requested more space and a lighter, more airy, environment.

Main sports hall must remain adaptable for a very wide range of indoor activities is strongly supported (68% would like an adaptable sports hall)

Externally, an all-weather training area is supported by a majority (56% would

like) for a range of sports and activities, both summer and winter.

There is also very strong support (74% would like) a **café/catering facilities** in support of the whole-family leisure theme.

Youth services

Youth services received overwhelming support (79% of respondents would like a modern youth provision) with strong support for: careers advice (66% would like), wheeled sports area (63% would like), audio centre (60% would like), Saturday and breakfast school holiday clubs (59% would like), Breakfast/lunch/evening facilities (56% would like), Saturday films (54% would like), youth counselling (54% would like).

Community services

Strong support was given for direct access to; Wiltshire Council services, advisory and support services, an employment and volunteer centre, a good neighbour scheme, housing association, adult education/extended schools, a meals on wheels centre, carer support, adult counselling, a community day centre, a crèche, and complementary health services.

Satellite services

The Shadow COB aim to continue to examine the potential for satellite services to outlying districts

Creation of strategic design principles

The COB have developed some initial draft strategic design to outline some of the key considerations and principles which can underpin both more detailed design and travel planning work. Key points of the initial draft travel principles include;

It is an overarching principle that the Campus design should foster and encourage a sense of community ownership, engagement and pride whilst balancing the need for value for money.

Key elements of the COBs strategic design principles and ambitions for the campus proposal include;

- Fit for purpose - Effective life of 25 years with longevity built in to the building and main services.

- Appearance – Campus at Wilcot Road site to be totally integrated site including LC, parking, grounds etc and to look clean, warm, welcoming and appealing to the local community.

- Sympathetic to local neighbourhood in appearance, noise reduction and traffic pollution.

- Accessibility of both the site and the services – campus should be capable of being accessed by community with diverse needs, for example, level

surfaces, automatic doors, appropriate signs, lifts as well as adequate parking for cars, motor bikes, cycles, disability vehicles, the disabled.

- Flexibility/Adaptability - building to be 'future proofed' to be capable of meeting future needs that are unknown at this point with rooms/spaces designed to be flexible and multi-purpose.

- Design should enhance the user experience and minimise any competing or conflicting uses, for example, quiet rooms and music rooms.

- Environmental - building to be energy efficient, utilise state of the art building materials and technology and to be an exemplar in energy usage and energy generation efficiency.

- Safety and Security - external design should enhance security and contribute to feeling safe.

- Functionality - takes account of current known needs and balance value for money with state of the art facilities.

- Continue to examine access to affordable services from locally provided Anaerobic Bio-digestion facilities.

Local approach to equalities

The COB held a workshop on the 23rd of May 2012 which was attended by a number of local people with an interest in equalities, as well as representatives of local groups and organizations with an interest in equalities.
.
The main feedback from the workshop included:

- Different ways of spreading information about the Campus are important, and well as clear pricing information, including pricing for those on low incomes with children.

- Skills of person at single point of contact very important to ensure are familiar with sign language as well as Braille and signposting by pictures as well as words.

- External Access considerations are important both to help people get to the campus sites as well as timetabling considerations to support everyone who wants to access services and facilities.

- Internal access considerations are important to support everyone in the community to feel comfortable and welcome to access facilities and services e.g. low counter at reception for wheelchair users and mixed changing areas/family areas.

- Flexibility of spaces and the services offered from the campus is very important to enable all groups to use the campus effectively.

Creation of initial travel principles

The COB have developed some initial draft travel principles to outline some of the key considerations and principles which can underpin both more detailed design and travel planning work. Key points of the initial draft travel principles include;

- Because of the split campus it is essential that both sites are analysed so that the transport plan covers the users at both the Wilcot Road site as well as the library site.

- The travel plan should encourage sustainable and healthier ways of travelling, such as walking, cycling, car sharing, public and community transport. These options are preferable to private car usage but we need to be realistic and cater well by allowing ample parking spaces for able bodied and disabled users.

- Transport between the two locations needs to be clearly signed to cater for pedestrians and motorised users. The route needs to be carefully surveyed to ensure the route is safe and accessible to all.

- Access to other local key services such as the doctors surgery, school etc. Is very important.

- The design of the fabric of both locations needs to provide bus shelters, cycle racks, exterior lighting in other words user friendly.

- Have an open mind ongoing as forms of transport change such as electric charging points.

The Next Steps

- review of service specifications and discussions with services and partners to inform campus design
- working through initial design process
- development of travel plan
- development of local management principles to inform strategic review of alternative delivery and management options
- evaluating current usage statistics to determine outline operational programming of campus
- a variety of user/focus group feedback
- roadshow to inform design
- a number of activities and tasks that would be carried out assuming approval, including planning permission submission and detailed design work, amongst others

Appendix D: Campus proposal for the Tisbury community area

The following proposal was approved by the Tisbury Area Board on **7 December 2011 for** consideration by Wiltshire Council Cabinet:

Campus proposal

The Shadow COB's proposal is to develop a campus on the Nadder School site to include:

(Some parts are service driven, others are in response to present or future demands)

- Learning & Skills Centre for ALL ages with High Speed Broadband and relevant library
- Consolidated provision for the Youth.
- Leisure Centre including enhanced swimming provision.
- Provision for Adult Social Care.
- Adequate parking for public meetings at Nadder Hall
- A shuttle bus between the Campus and the High Street to ease parking in the heart of the village.
- Space for Wiltshire Council partners providing other community services to move onto the site in the future
- A community garden or orchard

Developing the Proposal

The Tisbury Area Board established the Tisbury Shadow Community Operations Board on **13th April 2011.** The COB representatives span a variety of organisations and sectors. within the community area including local councils, local businesses, Tisbury Community Area Partnership (TAPCAP), the library volunteer group and other community interest groups.

Consultation

- The Phase 1 Consultation during July and August 2011.
- The consultation (led by TAPCAP) was designed to introduce the Campus concept to the Community and to raise the community profile of the campus initiative. 4000 questionnaires were sent out to households in the community and adjoining parishes and an online survey was produced.
- The consultation had a good 15.75% return rate. The information received from Phase 1 of consultation was used to develop a working proposal which formed the basis of the second phase of consultation.
- Themes from phase 1 consultation:
  - 76.7% respondents in favour of a campus
  - Services and facilities respondents would most like to see in the campus:

Social care services for elderly/disabled (81.1%), Leisure / sports centre (79%), Library (72.7%), Large community hall (72.5%), Youth services / activities (72.3%), Activity rooms e.g. dance/aerobics (69.9%), Partner services such as health and police (69.7%), Learning and skills centre (69%)

- The 3 most important things that would enable respondents to access services or facilities more easily were: longer opening hours i.e. evenings or weekends (72.5%), cost of services/sessions (68.4%) and the programming of activities (64.5%).

- In terms of campus travel planning respondents felt that sufficient parking, safe pedestrian access and a reliable mini-bus service were the three most important travel factors that would assist them in accessing the campus site more easily. Improved public transport/access to the site was of key importance to the majority of respondents.

- The second phase of consultation was led by the COB and ran during October and November 2011. As the majority of responders to the first phase of consultation were between the ages of 40 and 74 the shadow COB included within the 2nd phase consultation a targeted Youth survey for under 25's.

- The Shadow COB used an innovative approach to promoting the 2nd phase of consultation through the setting up of a pop up shop on the High Street in Tisbury where for 10 days in October the old Hardware Store became a Campus information centre.

- The Pop up Shop provided an opportunity for residents in the community to ask questions and to provide comments on the Campus working proposal. A member of the Shadow COB and officers from the Transformation Programme Team were on hand to help with completing questionnaires and to listen to feedback and the views of residents about the developments. A special Youth club evening was also held on 18th October to capture views and to promote the youth survey.

- Approximately 30 people came into the shop each day to ask questions and to provide comments. Over the course of the week feedback was sought from 200+ residents. There was strong support for the Learning and Skills centre and a strong desire to see the Nadder school site well developed and properly used. There were concerns raised about removing services away from the high street (such as the library) and of accessing the Nadder site.

- A 4000 freepost survey was conducted for phase 2 (13% paper responses received) and online survey produced – 17 responses received)
  Strong themes from phase 2 consultation

- Discussions with youth club have confirmed their enthusiasm for the Youth service to be all located on one site and 97% of respondents to the 2nd phase questionnaire were in favour of Youth services and activities being located on the Campus. 90.9% of respondents to the Youth survey said that they would like to see extended learning provision on the campus with classes available such as cookery, rural craft skills, dance, mechanics, building and construction etc. The Youth club have also confirmed that they are keen to build an eco friendly straw bale structure to improve accommodation on the site.

- There was much positive feedback received about the vision for the Learning and Skills centre and the potential courses and activities that could be run for all ages. 66% of respondents to the 2nd phase consultation and many attendees at the Pop up shop said that they knew of someone who would use the centre.

- 78.3% of respondents said they were in favour of an extended library at the Campus as part of the Learning and Skills centre which would have more space and access to meeting rooms for book clubs, readings, children's activities etc…which would replace the facilities currently offered at the Tisbury Library on the High Street. However there was some concern amongst some residents who attended the pop up shop and some residents who responded to the consultation survey that to remove the service in its entirety from the High Street would be detrimental.

- In relation to the development of leisure facilities on the campus, when asked which services and facilities residents and their families would support and use on site, the majority responded as saying they would use an 'enhanced open air swimming pool,' 'catering facilities' and a 'multi-use indoor sports hall.'

- 85.5% of respondents supported the idea of using the school building for start up units, 84% for work shop units and 79.8% for office units.

Additional Information

1. **Purchase of the Nadder School –** The council purchased the former Nadder Middle School in March 2011 reflecting the community's desires for the school building to form part of the Tisbury Campus development.

2. **Community Garden -** The shadow Community Operations Board is supporting an initiative led by the Parish Council to develop a community garden or orchard as part of the campus.

3. **Learning and Skills centre**

"The brief of the skills centre will be to make people's lives better through education,

training, life and leisure skills and personal growth, to include all ages. This will benefit the community's desire to encourage and retain young people in the area, to promote new work opportunities and to extend support to the large and often overlooked, older population. It will address the vacuum in the provision of help for unqualified school leavers and that of insufficient informal adult education in the area."

4. Educational Potential

Interest in the campus concept has been registered by local providers and informal discussions have been taking place with officers.

Initial thinking suggests that there could be the opportunity to share many facilities (e.g. teaching kitchens, workshops, classrooms, multi activity spaces), however it is also likely there may be a requirement for a 'discrete' operation. Access should still be from the shared single point of contact with access to communal facilities.

Further opportunities for working in partnership to be discussed, detailed requirements for campus specification to follow.

- **Skate Park –** in scope, consultation on design in next two weeks.
- **Community Radio –** possibly too early to mention but the COB has a strong desire to see a community radio station run from the campus.
- **Rural Incubator Units for start-up businesses** – rural growth network funding and specification to follow.
- **Police** – to re-locate

Strategic Principles – to be developed in next phase

Initial thinking on principles discussed during feasibility phase:

Principles:

- Decisions must be driven primarily by the agreed objectives of the COB and not necessarily constrained by existing buildings and layout

- The Campus will complement and extend existing village services through good liaison and communication, so that the village will thrive as the campus grows.

- All facilities must pursue sustainability principles, minimising carbon footprint directly or by facilitating/supporting initiatives and projects.

Travel

- Urgent and important consideration must be given to traffic flow and an appropriate route network for getting around the site including the arrangement of pedestrian and bicycle access, and of parking, so that the Campus presents a well laid out, safe and attractive view to the users and

visitors.

- Regular transport connection to the village centre is important

- It is important that common themes of activities should be grouped in the same area ensuring ease of access.

The Next Steps

Assuming approval by Cabinet The Tisbury COB will next be focusing on the design of the Campus. This process will start with the COB developing high level strategic principles that will underpin the future design of the campus and will form the baseline of a design brief used to commission a design team.

- review of service specifications and discussions with services and partners to inform campus design
- working through initial design process and development of stratgeic design principles
- development of Equalities and Inclusion principles to inform campus design
- development of travel plan
- development of local management principles to inform strategic review of alternative delivery and management options
- evaluating current usage statistics to determine outline operational programming of campus
- a variety of user/focus group feedback and stakeholder meetings
- development of Campus newsletter and blog page on community website
- public roadshow to inform design
- a number of activities and tasks that would be carried out assuming approval, including planning permission submission and detailed design work, amongst others

Appendix E: Proposal for investment into facilities for young people in the Malmesbury community area

For some time in Malmesbury, the Area Board and local community have been working to develop a proposal for enhanced Youth Provision in line with a campus ethos. This work has included input from the transformation programme and property services.

The Proposal includes:

- a single flexible space, capable of being used for a variety of youth functions
- A specific indoor skateboarding facility, with flexible moveable ramps
- The space will be made available for a variety of other community functions
- Improvements will be made to the existing toilet facilities within the Cotswold House Youth Centre will be accessible to users of the space

The total cost of the project is in the order of £250,000 and as a prelude to the formal development of a COB and campus proposal for the Malmesbury area.   It is suggested that £70,000 is made available as a contribution towards the project.

Officers have reviewed this proposal and assessed its deliverability and believe that this investment should be made in advance of the creation of a full Campus proposal for Malmesbury, to recognise the significant community input and support for the proposal.

Document is Restricted

Document is Restricted