

AGENDA

Meeting: Cabinet
Place: Council Chamber - Council Offices, Monkton Park, Chippenham, SN15 1ER
Date: Tuesday 19 March 2013
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 Rhé-Philippe	Cabinet Member for Economic Development and Strategic Planning
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Waste, Property, Environment and Development Control Services
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Housing
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for 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

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

1 Apologies

2 Minutes of the previous meeting (Pages 1 - 10)

To confirm and sign the minutes of the Cabinet meeting held on 12 February 2013.

3 Declarations of Interest

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

4 Leader's announcements

5 Public participation

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on 14 March 2013. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 A Legacy for Wiltshire (Pages 11 - 82)

Report by Service Director, Communications

7 Wiltshire's Joint Strategic Assessment (JSA) 2012/13 (Pages 83 - 88)

Report by Maggie Rae, Corporate Director

The JSA has been circulated to Cabinet members only and available on request to other members of Council and the public and available electronically with this agenda and on:

<http://www.intelligencenetwork.org.uk/joint-strategic-assessment/>

Cabinet will be advised of the views of the Council's Health Select Committee which will be considering the JSA at its meeting on 14 March.

8 Draft Police and Crime Plan for Wiltshire (Pages 89 - 172)

Report by Dr Carlton Brand, Corporate Director

9  **Discretionary Housing Payments** (*Pages 173 - 206*)

Report by Service Directors for Finance and Communities

10 **Adoption of the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan** (*Pages 207 - 238*)

Report by the Service Director, Economy and Enterprise and Inspector's Report.

The Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan is enclosed separately for Cabinet members, available on request to other members of the Council and members of the public and available electronically with this agenda.

11 **School Admissions 2014/15** (*Pages 239 - 294*)

Report by Carolyn Godfrey, Corporate Director

12 **Report on the Treasury Management Strategy 2012-13 - Third Quarter ended 31 December 2012** (*Pages 295 - 312*)

Report by Service Director, Finance

13 **Urgent Items**

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

Part II

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

None

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


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CABINET

MINUTES of a MEETING held in THE GUILDHALL, MARKET PLACE, SALISBURY, WILTSHIRE, SP1 1JH on Tuesday, 12 February 2013.

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 Rhé-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 Richard Britton
	Cllr Tony Deane
	Cllr Nick Fogg
	Cllr Mike Hewitt
	Cllr Jon Hubbard
	Cllr Julian Johnson
	Cllr Jerry Kunkler
	Cllr Jonathon Seed

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

1 **Apologies**

Apologies were received from Councillor Alan MacRae and Maggie Rae (Corporate Director).

2 **Minutes of the previous meeting**

The minutes of the meeting held on **22 January 2013** were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 22 January 2013.

3 **Minutes - Capital Assets Committee**

The minutes of the meeting of the Cabinet Capital Assets Committee held on 22 January 2013 were received and noted.

4 **Declarations of Interest**

There were no declarations of interest.

5 **Leader's announcements**

There were no announcements.

6 **Public participation**

The rules on public participation were noted; however the Leader reported that she would be happy for any members of the public present to participate in the discussion of items on the agenda.

7 **New Local Welfare Provision**

Councillor John Thomson, Deputy Leader and Cabinet Member for Adult Care, Communities and Housing, presented a report which outlined a proposal for the Cabinet to ratify the proposed criteria and delivery model for a new local welfare provision, and to delegate responsibility to officers to make minor amendments to the application of the scheme in light of any review and ongoing consultation.

A correction was highlighted on paragraph 7.5 on Page 27 of the Agenda papers, stating it should refer to Appendix D rather than Appendix E. Details were then provided on the accessibility of and eligibility for the scheme, as detailed in the report. It was noted that no cash awards would be made under the proposed scheme, with provision being provided by means of a purchase order for an item/service, or a referral to a third party to purchase agreed items or goods.

It was stated that owing to the urgent nature of any applications for the provision, efforts would be made to ensure appeal against refusal would be processed on the same day as that of the appeal, or by 1pm the following day if an appeal was made after 1pm.

The Cabinet welcomed a proposal to amend the scheme to allow people to appeal against refusal by 1pm the day after refusal of provision rather than at the time of refusal, and noted it was proposed officers would be granted delegated responsibility to make other minor amendments to the application of the scheme should other matters, such as signposting applicants to appropriate local services, require further drafting consideration.

The Cabinet Member also gave an assurance he would be asking officers to review the decision not to issue emergency cash loans during its first six months of operation, by which time more detail regarding demand and need would have been established.

It was,

Resolved:

- 1) That the cabinet ratify the proposed criteria and delivery model for a new local welfare provision.**
- 2) That the cabinet provide officers with delegated responsibility to make minor amendments to the application of the scheme in light of review and ongoing consultation.**

Reason for Proposal

As part of the Welfare Reform Act (2012), the Government is abolishing the current system of Social Fund discretionary payments. From April 2013, the support provided to households through the Social fund by means of Community Care Grants and Crisis Loans for Living Expenses will cease and Local Authorities will receive financial support to enable them to develop and implement their own 'successor models'

8 Business Plan Scorecard Update

Councillor John Brady, Cabinet member for Finance, Performance and Risk, introduced the report which provided a summary of progress against Wiltshire Council's Business Plan for the third quarter of 2012/13.

It was noted that the plan was currently in its second year out of four, and that though external factors such as recent severe weather and the economic downturn might impact on achievement of targets in any one year, the overall four year targets were still expected to be achievable.

At the end of the third quarter, 20 of the remaining 31 indicators were on target, another five were within 5 per cent, and three have no targets set. Only three indicators were not on target, with none being a priority target.

In relation to targets not yet met, it was stated that the last transfer of staff to the Cloud service be completed shortly, and that the Wiltshire Online programme to deliver superfast broadband had been delayed at the time of the report to sign the contract, which had now been achieved, and that further information would follow to the Area Boards when available.

It was also highlighted that the results not on target in relation to Children in Care GCSE results and Care Leavers in suitable education, employment or training, were higher than both the national average and statistical neighbours.

After discussion, it was,

Resolved:

That the progress against the Business Plan be noted.

9 **Wiltshire Council's Financial Plan Update 2013/14**

Councillor Jane Scott, Leader of the Council, presented a report which provided an assessment of Cabinet's draft proposals to Council to set a budget for 2013/14, and the impact on Council Tax, rents, fees and charges, the capital programme, schools, as well as reserves.

Joint Overview and Scrutiny had met on 7 February 2013 to consider the updated plan, with a report on its conclusions tabled at the meeting and attached to these minutes along with the minutes of the Budget Task Group from 25 January 2013, Group Leaders meeting with Trade Union Representatives, and the Group Leaders Meeting with Non-Domestic Rate-Payers, both held on 6 February 2013.

The Leader detailed the proposals as detailed in the report, highlighting the 1% pay increase for staff and fourth consecutive council tax freeze which had been budgeted. £27.656 million in savings had been identified, alongside £17.804 million increase in investment in frontline services such as safeguarding vulnerable children and adults, and waste services. The largest areas of savings had been achieved through improved procurement procedures, for example saving £1.2 million with regards the Highways Contract.

The Leader also announced that the Council had been awarded an additional £362,000 Rural Grant from central government, and thanked the Secretary of State for Communities and Local Government for taking into account the county's position.

Taking into account the feedback from the Overview and Scrutiny Management Committee on 7 February, which had been well attended by non-executive Members, the Leader moved an amendment that £162,000 of the new grant allocation would be distributed between the Area Boards to be focused on children and young people, with the remaining £200,000 to be allocated to the base budget for School Improvement.

Following discussion, it was,

Resolved:

That Cabinet, following consideration of comments and recommendations arising from the Director of Finance and Corporate Directors' statements, Scrutiny and public consultations, makes the following recommendations to Council on 26th February 2012:

- a. **To endorse the update of the 2012-15 Financial Plan for 2013/14.**
- b. **To allocate the new Rural Grant allocated to Wiltshire on 5th February of £0.362 million between the base budgets for Area**

Boards (£0.162 million) and School Improvement (£0.200 million) as set out at paragraph 6.7.

- c. To recommend to Council, for approval, that the savings and investment proposals summarised at Sections 9 and 7 respectively of this report and Sections 4 and 5 of Cabinet’s proposed Financial Plan at Appendix 1 of this report, provides a net revenue budget for 2013/14 of £340.518 million.**
- d. To recommend to Council to:**
 - i. Freeze Wiltshire Council’s element of the Band D council tax for 2013/14 £1,222.43, as calculated in accordance with statute, as set out in Section 10 of this report.**
 - ii. Set the Council’s total net expenditure budget for 2013/14 at £340.518 million.**
 - iii. Approve the award of grants to Parish and Town Councils as set out under Sections 10.9 and 10.10 of this report so no such precepting body is impacted by the local Council Tax support scheme introduced for 2013/14;**
 - iv. Set a 3.4% increase for dwelling rents in accordance with rent restructuring;**
 - v. Set the HRA Budget for 2013/14 (original) as set out at Appendix F of Cabinet’s proposed Financial Plan at Appendix 1 of this report;**
 - vi. That all other rent or service charges related to the HRA be frozen at 2011/12 levels.**
 - vii. The Capital programme proposed at Appendix E of Cabinet’s proposed Financial Plan, attached to this report at Appendix 1.**
 - viii. Set the changes in fees and charges set out in detail at Section 6 of Cabinet’s proposed Financial Plan at Appendix 1 of this report.**

Reasons for Proposal

The Cabinet, following Scrutiny and consultation, agrees recommendations to Council to enable it to:

- Set its revenue, capital, housing revenue accounts, fees and charges, levels of reserves and resultant Council Tax for 2013/14 to then issue Council Tax and rent bills.
- Provide the Council with a strong business and financial plan for sustainable delivery for the remaining 2 years of those plans.

10 Treasury Management Strategy 2013/14

Councillor John Brady, Cabinet Member for Finance, Performance and Risk, presented a report which presented the Treasury Management Strategy for 2013-14 including:

- a) The Prudential and Treasury Indicators (Prls and Trls) for the next three years;
- b) Other debt management decisions required for 2013-14 that do not feature within the Prls or Trls; and
- c) The Annual Investment Strategy for 2013-14.

Resolved:

To recommend that the Council:

- a) **adopt the Prudential and Treasury Indicators (Appendix A) and approve the change in Prudential Indicator 4, which now compares Gross (previously Net, of investments) Debt with the Capital Financing Requirement in accordance with an amendment issued by CIPFA in November 2012;**
- b) **adopt the Annual Investment Strategy (Appendix B);**
- c) **delegate to the Service Director, Finance the authority to vary the amount of borrowing and other long term liabilities within both the Treasury Indicators for the Authorised Limit and the Operational Boundary;**
- d) **authorise the Service Director, Finance to agree the restructuring of existing long-term loans where savings are achievable or to enhance the long term portfolio;**
- e) **agree that short term cash surpluses and deficits continue to be managed through temporary loans and deposits; and**
- f) **agree that any long term surplus cash balances not required to cover borrowing are placed in authorised money-market funds, particularly where this is more cost effective than short term deposits and delegate to the Service Director, Finance the authority to select such funds.**

Reasons For Proposals

To enable the Council to agree a Treasury Management Strategy for 2013-14 and set Prudential Indicators that comply with statutory guidance and reflect best practice.

11 Revenue Budget Monitoring

Councillor John Brady, Cabinet Member for Finance, Performance and Risk, presented a report which advised the Cabinet of the revenue budget monitoring position as at the end of Period 9 (end of December 2012) for the financial year 2012/2013 and highlights new cost pressures or changes since the previous budget monitoring report on 18 December 2012.

Councillor Brady noted the revised decreases in cost pressures that totalled £0.761 million after transferring £1.700 million from reserves to support the pressure on safeguarding children as agreed in the period 7 budget monitoring report. This would give a revised potential year end cost pressure of £1.228 million. Councillor Brady stated action to return this to balance was being taken and this should be the position at the conclusion of the financial year.

The Cabinet thanked all those who had worked to provide a balanced budget for the Council.

Resolved:

To note the outcome of the Period 9(December 2012) budget monitoring.

Reason for Proposal

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

12 **Wiltshire Community Infrastructure Levy - Update**

Councillor Fleur de Rhé-Philipe, Cabinet Member for Economic Development and Strategic Planning, presented a report which updated the Cabinet on the preparation of the Wiltshire Community Infrastructure Levy (CIL) Draft Charging Schedule and to ensure timely 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.

It was explained that new government guidance had been issued in December 2012, which required an adjustment of the previously agreed timetable.

It was,

Resolved:

That Cabinet:

- (i) Notes the new statutory Community Infrastructure Levy (CIL) guidance and implications in terms of the extra evidence and policy requirements, which must be completed before the Council can progress to the next stage of the process - consultation on a Draft Charging Schedule.**
- (ii) Notes the response to the consultation on the Preliminary Draft CIL Charging Schedule consultation.**
- (iii) Approves the revised timetable for the preparation of the CIL Charging Schedule.**

Reason for Proposals

To update Cabinet on progress in preparing Wiltshire's CIL and the implications of new statutory Government guidance on the process and timescale for its preparation; and ensure timely 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.

13 **Salisbury Central Car Park & Maltings**

Public Participation

Mr Eric Hart gave a statement in opposition to the proposals.

Councillor Fleur de Rhé-Philippe, Cabinet Member for Economic Development and Strategic Planning, presented a report which set out the process taken in accordance with European Procurement Regulations, and following approval by Cabinet in December 2010 and February 2012, leading to the appointment of Stanhope plc as the Council's 'Preferred Bidder' for the regeneration of the Central Car Park and Maltings site, and which stated that commercial negotiations have progressed to a stage where the Council is in a position to enter a Development Agreement for the regeneration of the site.

It was recommended that the meeting move into Part II to receive a detailed report on the outcome of the evaluation, to protect commercially sensitive information.

14 **Urgent Items**

There were no urgent items.

15 **Exclusion of the Press and Public**

Further notice was given 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.

Resolved:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 16 (minute 16 below) because it was likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

No representations had been received on the question of taking the item in private.

16 **Salisbury Central Car Park & Maltings**

Councillor Fleur de Rhé-Philipe, Cabinet Member for Economic Development and Strategic Planning presented a confidential report on entering in a Development Agreement with its preferred bidder for the regeneration of the Central Car Park and Maltings site, Salisbury, for consideration.

The issues and impacts in relation to the agreed commercial terms were considered. Including consideration of the impact on parking revenues as development is delivered and the level of future National Non-Domestic Rate (NNDR) generation arising from the scheme. The overall financial implications were summarised in net present value terms and detailed in the report.

Resolved:

- I. **That the Council enters into the Development Agreement with a Stanhope special purpose company with Stanhope plc as guarantor for the delivery of the Salisbury Central Car park & Maltings mixed use retail led development on the principal terms and conditions set out in appendix 2 of the report with such minor changes as may be approved by the Service Director (Economy and Regeneration).**
- II. **That the land now in the ownership of the Council within the area shown edged in red on the phasing plan displayed at the meeting (except for any public open space) be appropriated for planning purposes under section 122 of the Local Government Act 1972 immediately before the commencement of development it then no longer being required for the purpose for which it is currently held.**

Reason for Proposal

- i) The signing of the Development Agreement will commit Stanhope to investing further resources to deliver the development thereby enhancing the viability and vitality of the city as envisaged by the Core Strategy and Salisbury Vision.
- ii) The Appropriation for Planning purposes will require landowners with legal rights over the site to be compensated for interference with those rights whilst ensuring that such rights, if any, do not preclude the project from proceeding.

(Duration of meeting: 10.30 am - 1.10 pm)

These decisions were published on the 18 th February 2013 and will come into force on 25 th February 2013

The Officer who has produced these minutes is Kieran Elliott, of Democratic Services, direct line 01225 718504 or e-mail kieran.elliott@wiltshire.gov.uk

Press enquiries to Communications, direct line (01225) 713114/713115

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Wiltshire Council

Cabinet

19 March 2013

Subject: A Legacy for Wiltshire

Cabinet member: Councillor Jane Scott, Leader of the Council

Key Decision: No

Executive Summary

Last year's events held to celebrate the Queen's Diamond Jubilee, the 2012 Olympic Games and the Olympic Torch's journey through the county had a major impact on Wiltshire. It united communities, encouraged people to take up sport and be more active, and as well as boosting the local economy, the county was showcased to a world-wide audience.

This report updates cabinet on the work of the Legacy Steering Board set up following the key events of last year. Its overarching goal is to create a lasting legacy for Wiltshire building on the success of last year and with a clear focus on;

- Boosting the local economy
- Bringing communities together
- Encouraging people to keep active and healthy, and;
- Supporting future Olympians and Paralympians

Proposal

This report asks cabinet to note the work of the Legacy Steering Board and the key diary dates for events this year.

Reason for Proposal

To update cabinet on the current activities of the Legacy Steering Board and to highlight the forthcoming events and initiatives.

Lead member: Jane Scott OBE, Leader Wiltshire Council and lead member for communication and reputation.

Author: Laurie Bell

Contact Details: laurie.bell@wiltshire.gov.uk

Wiltshire Council

Cabinet

19 March 2013

Subject: A Legacy for Wiltshire

Cabinet member: Councillor Jane Scott, Leader of the Council

Key Decision: No

Purpose of Report

1. Cabinet is asked to note the events, activities and initiatives which have taken place since the formation of the Legacy Steering Board in September 2012, and the programme of forthcoming activities as part of delivering A Legacy for Wiltshire.

Background

2. Thousands of people (the equivalent of more than half the population of the county) took part in community events last year as well as attending the Queen's visit to Salisbury, the Olympic torch route through sixteen towns, villages and the city of Salisbury, and the Festival of Celebration which was held to celebrate the Olympic flame's journey and overnight stay in Salisbury.

The events united communities, bringing people together to celebrate and showcase what Wiltshire has to offer. Many people, particularly our young people were encouraged to take up sport and to keep fit and healthy. Images of Wiltshire were broadcast to the world and the county's market towns and City of Salisbury saw a huge boost in the local economy.

The focus throughout was to ensure that the council, working with its partners and local communities, created a lasting legacy for the future.

This report updates cabinet on the work of the Legacy Steering Board since its formation in September 2012 to create a legacy that builds on the huge success of last year.

Main considerations for cabinet

3. Underpinning the work of the legacy board are the following aims:
 - a) boosting the local economy
 - b) bringing communities together
 - c) encouraging people to keep active and healthy, and;
 - d) supporting future Olympians and Paralympians

The Legacy Steering Board is made up of the following partners reflecting the positive and strong relationships established in 2012. The membership ensures a holistic and strategic approach to creating a legacy is adopted, sharing resources and avoiding duplication. Current membership includes representation from;

- Wiltshire Council (chaired by council leader, Jane Scott)
- Police
- MOD
- Public Health
- Visit Wiltshire
- Wessex and Salisbury Chambers of Commerce
- Communities
- Media – BBC, SpireFM, Wilts Times, Salisbury Journal
- Salisbury City Council
- Chippenham Town Council
- WFCAP

Events and initiatives delivered (October 2012 – February 2013)

a) Wiltshire Council at EXPO2012 – 2 October 2012

Businesses from across the south west were in Salisbury on 2 October to hear inspirational speakers, share ideas and talk about new initiatives at the annual South Wiltshire Business EXPO2012 success. We agreed to support this event by hosting a business breakfast at the Playhouse before spending the day offering advice and support to businesses and traders.

Council teams supported start up businesses and promoted how we are attracting new investment into the county. We also discussed how we are creating apprenticeships and promoting the use of local suppliers to keep our economy thriving.

b) The opening of new County Hall – 1 November 2012

On 1 November Wiltshire's Olympic medal winners, Torchbearers and Games makers officially opened the newly refurbished County Hall building. Live demonstrations by rhythmic gymnast, Francesca Fox and the Judo U63kg British number one, Jemima Duxberry showcased our support for our local athletes. The event was a celebration of 2012 and it recognised those who had made last year such a unique and outstanding one for the county.

Ed McKeever, gold medallist in Sprint Kayaking joined Baroness Hanham, Parliamentary Under-Secretary of State for the Department for Communities and Local Government (DCLG) in opening the state-of-the-art public building and the Wiltshire Celebration of London 2012 Olympics and Paralympics exhibition.

This included a gallery of Wiltshire's Torchbearers and photos of the Olympic Torch route and Festival of Celebration at Hudson's Field in Salisbury.

c) Wealth of Wiltshire Christmas Market – 11 December 2012

Building on the extremely successful wealth of Wiltshire marquee at Hudson's field Festival of Celebration last July, the first Christmas wealth of Wiltshire market was held in the atrium at County Hall. More than twenty local businesses took part promoting local foods, crafts and produce.

The event, supported by Wiltshire Council and the Wessex Chamber of Commerce, was intended to promote small local suppliers and boost their businesses. The market was extremely well attended and 90% of the stall holders sold out of produce by end of the day.

d) Health Fair - February 2013

2012 inspired many more people to get more active. Building on this success, a health fair took place in the Atrium in County Hall in February. More than 500 people attended the event which focused on health issues including giving up smoking, healthy eating and alcohol awareness. More than 120 people had their blood pressure taken and 149 cholesterol checks took place which resulted in 43 people being referred to their GPs.

e) Business breakfast – 22 February 2013

Following on from the success of the business breakfasts held at Hudson's Field and at the Salisbury Playhouse, we offered to co-host the monthly Wessex Association of Chambers of Commerce business breakfast for February at County Hall. This breakfast was the first in a programme of business events for 2013 and beyond that will bring local businesses together in different venues and locations across the county to network and find out more about opportunities for boosting their business and the local economy.

More than 70 businesses attended and following breakfast participated in guided tours around the new building to see the facilities and find out more about our approach to flexible working.

f) Community Legacy Evenings – February 2013

Meetings were held in Trowbridge, Chippenham, Salisbury and Devizes to discuss how local communities can continue to bring people together and boost their local economy through a programme of events and activities and keep the momentum and energy of last year alive.

Last year's events were steered by our communities and it is vital that the legacy continues to be shaped by local people and businesses. Communities were proud of their local athletes. One of the many examples of this is the recent news that Paralympic athlete Stephanie Millward who won five medals at the Games, has been given the Freedom of Corsham.

What became apparent from the meetings was the high level of energy and commitment in local communities to keep the momentum of last year going and already a calendar of events and activities is being planned for this year. These events are being collated and captured in one events diary (Appendix 1) to provide a picture for Wiltshire for this year.

g) Funding Future Olympians – 5 March 2013

A key focus for the legacy work is recognising the need to support potential Olympic and Paralympic young athletes in Wiltshire with their training, competition and equipment expenses in readiness for the 2016 Olympic Games in Rio.

Wiltshire Olympic gold medallist Ed McKeever attended a grant funding awards evening to present awards to five local athletes; Hannah Grubb (Pole vault), Hannah Drewett (Triathlon), Joe Coombs (Canoe Slalom), Jemima Duxberry (Judo) and Laura Halford (Rhythmic Gymnastics). Each was awarded £1,000 to help towards the cost of achieving their dream.

Forthcoming events

h) Rugby 7's – March (25,26) and April (20) 2013

To keep young people active and engaged in sport local tournaments will take place in Warminster and Chippenham on 25 and 26 March with the grand finals on April 20 at Bath Rugby Club during half time in the game between Bath Rugby Club and Leicester Tigers. This is a partnership project in conjunction with the Bath Rugby Foundation and the Rugby Football Union to encourage Year 10 students to play Rugby 7's.

i) Salisbury Big Business Event - 23 – 25 April 2013

Last year we worked closely with Salisbury City Council and forged a strong and positive working relationship. We want to continue to work together to boost the economy in the City and bring communities together.

We have agreed to support and be a key partner at this year's Big Business Event which is a free event for more than 100 businesses to promote their services and products to other businesses and the public. Karen Brady (The Apprentice) will be the key note speaker.

j) Wealth of Wiltshire Market – Devizes – 15 May 2013

The next Wealth of Wiltshire Market will take place in Devizes on May 15. The market will include a range of local businesses. This is part of a series of markets which will take place across Wiltshire to promote and showcase small businesses and attract more people to our market towns.

k) Sporting Dinner – Autumn 2013

A sporting dinner to bring local businesses together with future Olympians or Paralympians and last year's medal winners to look at the opportunities to support their training in readiness for Rio in 2016. The idea is for local businesses to adopt future sporting stars.

l) Wiltshire Business Expo 2013 – 20 June 2013

A Wiltshire Business Expo 2013 will take place in Trowbridge. It will be a free one-day marketing and networking opportunity for Wiltshire businesses to promote their products or services to potential customers, businesses, and the media.

The event will include a main exhibition area, as well as a Wealth of Wiltshire zone for local food, arts and craft businesses.

Seminars will be delivered by business figures with the focus on importing and exporting with Rio in mind.

m) British Cycling Skyrides – May – September 2013

A programme of 25 cycle rides across Devizes, Trowbridge, Chippenham and Salisbury targeting recreational/novice cyclists from May to September will be scheduled to encourage more people to cycle and be active.

n) Wiltshire Iconic Walks – May – September 2013

As part of the Get Wiltshire Walking project a series of monthly walks at iconic Wiltshire venues throughout May will be co-ordinated, culminating in one large walking event in September.

o) 2013 Wiltshire Challenge – June – July 2013

This is a project to encourage increased participation in sport and physical activity. It will involve a series of three challenges over three different levels and target distances during June and July.

p) Triathlon - June 2013

This will be promoted as an ideal first triathlon (400m swim, 11 mile bike ride and 3 mile run) event for novices taking place at Durrington Leisure Centre.

q) WoW Fit – September 2013

A marketing and promotional campaign will encourage more women and girls to take part in sport and physical activity.

r) The Wiltshire Ride – date tbc.

An annual community cycle ride over a range of distances to encourage both the recreational cyclist and more serious cyclists. This event will be suitable for the whole family.

s) Wiltshire and Swindon Sports Awards – October 2013

These awards recognise the hard work and dedication of the county's volunteer coaches, officials, committee members and talented athletes

t) 50th Anniversary of Salisbury City Hall – 9,10 November 2013

An event to mark the 50th anniversary of City Hall will coincide with Remembrance Sunday and will appeal to all generations uniting young and older people.

u) A Wealth of Wiltshire Christmas Market – December 2013

This event will build on the success of last year's Christmas Market and will promote local small businesses in the Atrium at County Hall.

v) Going for Goals

Going for Goals is a football programme that has been run for children in Tisbury in 2010 & 2012. The programme is being rolled out to other rural isolated areas of the county during March and April. The programme is for children aged between 11-12 years old and will give the children the opportunity to learn new football and life skills while taking part in physical activity. The tournament has 40 teams entered in the local tournaments at Pewsey sports centre, Tisbury Sports Centre, Durrington Swimming and fitness centre and 5 rivers. With the top two from each centre going on to play in a grand final tournament.

The above programme of events and activities is targeted to meet the aims of the Legacy Board; boosting the local economy; encouraging more people to get active and take part in activities; and, to bring communities together.

Last year inspired many people to be more healthy and active and to take up new sports or activities. This, as well as providing free swimming for the under 16s in the school holidays, which has led to more than 100,000 swims being taken up so far is helping to reduce the level of childhood obesity in our county.

The Legacy Steering Board is helping cut through the bureaucracy and access support to run and deliver events and activities. In 2012 we provided Toolkits that have been updated to include other events and activities. These have been distributed to communities and are available on our website.

The Legacy Steering Board is actively encouraging communities to take advantage of national events to use as a level to bring communities together; if one is needed. An example is the Big Lunch.

The Big Lunch is a very simple idea encouraging people to have lunch with their neighbours on one day a year. This year's Big Lunch will take place on 2 June 2013. A record 8.5 million people took part in Big Lunches last year.

Environmental and climate change considerations

4. Delivering the legacy will have a positive impact on the environment and our communities.

Equalities Impact of the Proposal

5. As part of the ongoing legacy work, free swimming will continue to be offered to all under 16's throughout the school holidays. There is also a wide range of events and activities that will encourage all ages and communities across Wiltshire.

Risk Assessment

6. The ongoing risk is to keep the momentum and success of last year going impact going. A legacy will only be delivered by working with communities, businesses and our partners to ensure we strengthen the local economy, enable our communities to continue to thrive and develop; and that we reflect a joined up approach in everything we deliver.

Financial Implications

7. £230,000 has been allocated in next year's (2013/14) budget to support the Legacy Board's work.

Legal Implications

8. There are no legal implications aligned to this report or the proposals

Laurie Bell
Service Director Communications

Report Authors: Laurie Bell and Anne Huggett

Director communications and Corporate Communications and Reputation Manager

Date of report: 8 March 2013

Background Papers

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

Either 'None' or specify the documents relied upon

Appendices

Appendix A: Cultural Olympiad Legacy Report
Appendix B: Legacy Strategy and Action Plan – economy
Appendix C: Legacy Strategy and Action Plan – communities
Appendix D: Legacy Strategy and Action Plan – sport and physical activity
Appendix E: Special Events Diary

Cultural Olympiad Legacy Report

The legacy from the 2012 Cultural Programme will be felt at a number of levels:

- **Local to a single community or organisation**
- **County wide activity or reputation**
- **Regional and National profile for events and organisations**
- **International links and profile for events and organisations**

The nature of the legacy will be varied, in some cases subtle changes to a local community and in other cases a major international breakthrough. The following generic headings have been developed to allow for comparison between projects:

- **Engagement and inspiration** resulting in an increase in active citizens within a local setting and / or a more diverse audience
- **Training and skills development / sharing** resulting in higher quality experiences and new/ or new opportunities
- **New or richer networks** resulting in new opportunities and / or new partnerships
- **PR exposure and market recognition** resulting in increased sales and economic benefit for the county
- **Lasting / sustained projects / initiatives / products** resulting in continued participation



The Fire Garden at Stonehenge attracted 10,000 people to witness a spectacular once in a life-time event. This was one of three projects in Wiltshire that formed a part of the national cultural Olympiad programme. Images of the Fire Garden have been shown around the world and the BBC's flagship cultural programme presented a live broadcast to the world.

Legacy in 2013

Events

The Olympic year has left a lasting impact upon dozens of cultural organisations across the county as well as inspiring community groups and schools and other educational agencies to develop projects that build upon the inspiration of 2012. It is not possible to identify all of these individually and so the list below reflects only a portion of the true legacy from 2012.

Event	Description	Date
Bradford Roots Fest Wiltshire Music Centre	Two days of live music celebrating Bradford's musical talent	12 th – 13 th January
Melksham Children's Film Festival Melksham Town Council	A week-long festival of children's films and workshops	11 th – 16 th February
Theatre Fest West Salisbury Playhouse Salisbury Arts Centre	A celebration of the best theatre for young people created in the south west.	25 th March to 13 th April
Flame of Hope Diocese of Bristol	A multi-cultural festival including music, dance and theatre	May
Walking Wiltshire's White Horses Project Wiltshire Museum	An interactive community participation project inviting groups to walk the route connecting the 8 White Horses.	May to October
Musical Showcase Wiltshire Council	A celebration of the most talented amateur musicians and orchestras in the county.	20 th June
Noyles Fludde Bradford Barnstorm	A massive community music project culminating in a weekend of performances of Benjamin Britten's 'Noyles Fludde' within Bradford's iconic Tithe Barn. Also a primer of Harvey Brough's 'Ona's Flood.'	12 th – 13 th July
Hudson's Field Event Salisbury City Council	A family event comprising arena displays, live music, theatre and fairground events.	24 th August
50 th Anniversary of City Hall Wiltshire Council	Programme of events to engage the community	9 th – 10 th November

Community Empowerment

One of the most significant elements of the legacy of 2012 is the impact that the year had upon the community in terms of aspiration, co-ordination and initiative. There are a number of significant dates and events in the near future which have stimulated the community to come together to share plan and resources. The most notable events are the centenaries of the Dreadnought Marches in 2013 and the outbreak of the First World War in 2014.

World War One

The Centenary years of the First World War 2014 to 2018 will be marked by a series of major events and a substantial number of community projects. The benefits of shared planning and pooled resources learned from the Olympic Year have stimulated the development of a Centenary Steering Group. This group will organise a number of major community engagement sessions to ensure that communities collaborate and that projects do not duplicate one another, cause conflicts for audiences or confuse communities.

The following projects are currently being developed for 2014:

Event	Description	Date
Yatesbury First World War airfield and POW camp	Community archaeology project	Current
Finding the Forgotten	Museum education project based in Chippenham exploring finding forgotten soldiers of the war.	Current.
Marlborough discovering training trenches	Community archaeology project	Current.
Wyle Valley 1914	Community History Project	Current.
Other Worlds Tour	Visual Art exhibition of soldiers work	Whole of 2014
Sixth Sense Theatre Project	Researching living memories of World War One engaging all 64 primary schools in Swindon	Whole of 2014
Playhouse Centenary Programme	Engaging military communities with toured performances and participation activities culminating in an epic main house production	February 2014 to November 2014
Hoodwink project with Salisbury Museum	Peripatetic performance piece around Salisbury	Summer 2014
Wiltshire and Swindon History Centre resource materials and centre for research	Educational resources pack for primary schools with associated research days at	Whole of 2014

	the centre.	
Lacock Unlocked Project	Capturing the story of Lacock during the war years	Whole of 2014
Archaeology Event Festival		Summer 2014
Digitisation projects	A partnership project to capture new materials relating to the war	Whole of 2014
See Me legacy projects	Identifying the stories of Black and Minority Ethnic communities during the First World War	Whole of 2014
Salisbury School – Queen Mary Needlework Guild letters	Research project to explore correspondence.	TBC
Recording Wiltshire’s Arborglyphs Project	Research project to record tree carvings	TBC

Training and Skills Development

Many of the programmes and activities within the Olympic Year had strands of work focusing upon training and skills development. The challenging time-scale and scarce resources forced organisations to innovate and collaborate; this had a significant impact upon in terms of skills sharing and learning through participation. Many organisations took risks and stretched themselves which provided valuable staff development opportunities.

The Arts Service’s Wiltshire’s Flame project trained 31 new Arts Award assessors and developed a network of artists interested in working with young people.

The Music Service’s Small Schools Festival developed a new network of small schools interested in collaborating.

The Archives Service’s People’s History project trained a cohort of pupils from Clarendon College to be reporters and to the Olympic Memories Project provided workplace experiences for a team of media students from Wiltshire College.

Networking and Communication

The Olympic year required a great deal of information to be shared and for discussions to take place quickly. New networks were established and many Wiltshire organisations joined regional networks

for the first time. Within the County there were three developments to support networking and communication: the young person's Culture app was created as a loyalty card to retain engagement with young audiences; the Wiltshire Loves Arts website was created as a single website to promote all arts activities within the county; and the Arts Service created The Arts in Wiltshire blog to share information, ideas and opportunities.

New Productions

The Olympic year was also a stimulus for the production of new works, many of which will have a legacy through reprise performances or reinvention. The impact of these productions will be felt by audiences and performers for year to come; 2012 marked the pinnacle of many young people's creative experiences such as those who worked with Superstrings to orchestrate a new piece of folk music as a part of the BBC live nation programme.

There were 18 new productions; two major outdoor arts events; a film festival and two visual arts exhibitions as a part of the Cultural Programme. During the four days that the Olympic Torch Relay passed through the county there were innumerable performances by musicians and theatre groups, as well as choral performances and family events.



Media and Profile

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Creating Networks, Boosting Business

Economy Legacy Strategy and Action Plan

1. Introduction

Following the announcement that the 2012 Olympic and Paralympic Games was coming to London, strategies, legacy action plans and programmes were developed and rolled out to ensure the UK maximised the opportunities the games offered. They were led by the London Organising Committee of the Olympic Games (LOCOG). One of the games objectives was to transform people's lives and revitalise communities.

2. Strategic context

A South West regional strategy was published in 2007 under the title 'Team South West'. The guiding principle was that strategic activity would be focussed around five strategic 'flames', namely:

- Business development
- Tourism and regional image
- Sporting opportunity
- Cultural celebration
- Community Engagement.

The vision of Team South West was to deliver:

'A lasting and discernable community legacy from the 2012 games'

Legacy is the product of what is left behind after the games are over. It is a mixture of intangible benefits such as the inspirational impact that the games had and the tangible benefits such as improved infrastructure, new partnerships and increased levels of participation in sport and physical activity and therefore improved health and well-being. These two elements had to be delivered in parallel to maximise the opportunities that the games offered. Only by taking a co-ordinated and holistic approach to delivery were the long term benefits of the London 2012 Games likely to be achieved.

Legacy in the South West means:

- a generation of people whose lives were changed by London 2012 Olympic Games
- a region that is genuinely inclusive and embracing of its diversity
- businesses that grow in productivity and competitiveness
- increased and sustainable levels of overseas visitors
- increased levels of spend in the visitor economy
- an increase in grass roots sports and recreational participation
- a new generation of élite athletes training and competing in the South West
- an increased number of active, well trained volunteers
- an increased number of sporting and cultural events of regional significance
- improved sporting and cultural facility provision.

3. The Wiltshire context

Wiltshire readily recognised the potential local legacy benefits such as increased participation in sports which has typically resulted from previous games. 2012 represented an opportunity for the county to take advantage of achieving wider reaching positive impacts. The county can encourage and support local people through volunteering and community empowerment as well as being inspired by both successful and aspiring participants from across the county. For Wiltshire the Olympic/Paralympic Games has been a catalytic opportunity to pull together its communities. This surely represents a true 2012/Olympic legacy for the county.

2012 – A year of celebration – a good investment.

Wiltshire Council supported its local communities to celebrate and embrace the spirit of this unique year.

2012 presented a unique opportunity to bring communities together, to showcase what makes them special and to reinvigorate the local economy. Wiltshire invested significantly in 2012 and provided a



staff resource to enable, manage and deliver the year's programme of events. The initial evaluation for the key events to celebrate the Queen's Diamond Jubilee and the Olympic Torch Relay highlights that approximately 225,000 spectators (equivalent to half the population of the county) lined the streets to see the Queen when she visited Salisbury City and to see the Olympic Torch as it visited fifteen towns in Wiltshire in May and July.

The value of the publicity resulting from these once in a lifetime events has been estimated at more than £4 million, with a circulation of 350 million people seeing or hearing about Wiltshire and what it has to offer.

The economic impact was substantial and at the point of writing this strategy has still to be calculated but the additional spend in the county on the five event days was over £1 million and that does not include the accommodation bookings in the Salisbury area and the ongoing visitor interest.

The impact of 2012 represented a seven-fold return on the council's total investment of £290,000 and the cost per head of the population seeing and participating in the key events for the Jubilee and the Torch is approximately £1.28 per person.

This return does not include the lasting legacy and memories that will stay with many of the people including thousands of school children who participated at these events. 2012 will last for many years to come.

To ensure that Wiltshire maximises this opportunity, it is vital that we develop our own legacy framework to enable us to co-ordinate these inspirational health, sporting and physical activity programmes and initiatives at a county level and deliver a long lasting legacy.

The key tasks will be to identify and focus on those activities which have the greatest impact. There are interested stakeholders in all sections of the community including:

- The wider business community
- All council services
- Sport and leisure sector
- Central government
- Schools
- Further Education (FE) and Higher Education (HE) Colleges

Given this range, an approach is required which involves and engages all local, regional and national stakeholders. This is crucial to ensure that the 2012 Economy Legacy Strategy is appropriate, proportionate and fit for purpose.



Aims and objectives of the legacy strategy

The aim of this strategy is to add value to existing activity by using the 2012 Celebrations/Olympic Games as a brand; as well as building on the enthusiasm of local communities, businesses and other organisations generated during 2012, to develop new ideas, and create opportunities that would otherwise have not happened.

The Economy strand of the Legacy for Wiltshire will not arrive on its own, but will need to be worked at across the council and with many organisations which are in a position to make a difference. It needs to be linked in, to support existing economy and regeneration strategies and plans and not stand in isolation.

The Aim of the Strategy is:

- To ensure that the success and momentum created during business events in 2012 is maintained and built upon

The objectives are:

- To assist businesses in making connections and creating networks of businesses
- To improve the local economy through education relating to specific business types, such as importing and exporting
- To develop a strong brand to ensure that local businesses feel that legacy events really offer the opportunity to increase business
- To enhance employment prospects for the people of Wiltshire- particularly the younger generation
- To identify opportunities to build Wiltshire's image as a great place to do business

Strategic direction

The Strategy Action Plan has been structured into thematic areas to ensure clarity as we move forwards. They are:

- **Creating Networks:** By hosting networking events, businesses will be able to network and make connections they otherwise would not have
- **Business Education:** Educating businesses to learn about and consider different ways of doing business
- **Brand Development:** building a reputation for Wiltshire's as a great place to do business

- **Improving Employment Prospects :** Improving the employment and career prospects for the people of Wiltshire

The actions contained within each thematic area will be aligned with key strategic aims of the Economy and Regeneration Team. Examples include assisting with the Apprenticeship Campaign, and improving education over importing and exporting. In some cases planned events overlap areas and are therefore included in more than one area.

Creating appropriate communication, action and co-ordination networks will be critical to aligning resources and establishing effective delivery within Wiltshire. The Economy Sub-Group will pull all relevant information and partners together to maximising the opportunities, to deliver a lasting legacy.

Involvement and engagement mechanisms



The Economy Sub-Group will review the effectiveness of this strategy and action plan on an annual basis, and will monitor and review any actions, ensuring that the plan evolves on the basis of progress, achievement and emerging opportunity. The Sub-Group will report on a monthly basis to the Legacy Delivery Group, which in turn will report to the Legacy Steering Group and the Legacy Board.

1. Creating Networks				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
1.1 Business Breakfasts To host a programme of business breakfast meetings, in order to bring together businesses in an informal setting to build relationships with a view to further business opportunities	Wiltshire Council	2013 – 15/ Business Breakfasts to be hosted quarterly	Wessex Association of Chambers of Commerce, Salisbury Chamber of Commerce, Salisbury City Centre Management (CCM), FSB, Salisbury City Council	Self-financing/ Sponsorship
1.2 Wiltshire Business Expo Pilot free business networking event in 2013- intention to make this an annual event	Wiltshire Council	June 2013 and ongoing	Wessex Association of Chambers of Commerce, Salisbury Chamber of Commerce, Salisbury City Centre Management (CCM), FSB	Wiltshire Council/Other funders TBC
1.3 Salisbury Big Business Event Co-host Salisbury Big Business Event- A networking event at Salisbury Guildhall where exhibitors will exclusively be business support services or similar. Also taking place will be business seminars hosted by local and national business figureheads	Salisbury City Council/Wiltshire Council	April 2013 and annually	SCC, Salisbury Chamber of Commerce, Wessex Association of Chambers of Commerce, Salisbury CCM, FSB	Salisbury City Council, Wiltshire Council
1.4 Wealth of Wiltshire Events The “Wealth of Wiltshire” database is a group of micro-businesses that has been created and built upon during the events of 2012. Spring, Summer,	Wiltshire Council	Quarterly/KPI is through trader’s feedback forms collected at each		Self-financing

1. Creating Networks				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
Autumn and Christmas Fairs throughout the county on an approximately quarterly basis give these companies a great opportunity to trade outside of their usual markets.		event		

2. Business Education				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
2.1 Wiltshire Business Expo Business Seminars to be held throughout the day from business leaders. Including specific sessions based on importing and exporting	Wiltshire Council	2013 on ongoing/ KPI tbc	Wessex Association of Chambers of Commerce, Salisbury Chamber of Commerce, Salisbury City Centre Management (CCM), FSB	Wiltshire Council/Other funders TBC
2.2 Living and Working in Wiltshire Event Business event aimed at improving the employment prospects of service men and women in Wiltshire. The event will be aimed at encouraging businesses to employ former service men and women by highlighting the likely skills and personality traits they would have	Wiltshire Council	June 2013	Employers, Chambers of commerce, Military partners, FSB.	Wiltshire Council

2. Business Education				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
acquired whilst in service.				

3. Improving Employment Prospects				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
<p>3.1 Apprenticeship Campaign</p> <p>Support the Wiltshire Council Economy and Regeneration team in promoting the use of Apprenticeships in recruitment for businesses within Wiltshire</p> <p>3.1.1 Host "Have-a-go Skills" events</p> <p>Events scheduled to take place each year during apprenticeship week</p> <p>3.1.2 Communicate Successes of Apprenticeship Campaign</p> <p>Annual apprenticeship campaign well on course to hit target of 1000 new apprenticeships in a year- communicate these successes using case studies etc in order to encourage other businesses to consider apprentices when recruiting</p>	Wiltshire Council	2013 and ongoing	National Apprenticeship Service (NAS)	Wiltshire Council/National Apprenticeship Service/World Skills UK
3.2 Living and Working in Wiltshire Event	Wiltshire	June 2013	Employers, Chambers of	Wiltshire Council,

3. Improving Employment Prospects				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
As in action 2.2 This is a business event aimed at improving the employment prospects of service men and women in Wiltshire. As well as the event concentrating encouraging businesses to employ former service men and women, the event is also aimed at advising partners of service men and women in securing employment	Council		commerce, Military partners, FSB.	Other funders TBC

4. Brand Development and Communications				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
4.1 Communicate Successes Use all successes to highlight the work achieved through the Legacy for Wiltshire Economy sub-group throughout the period of activity	Wiltshire Council	Ongoing	Media/All other partners	Wiltshire Council
4.2 Ensure Recognition of "Legacy for Wiltshire" Design and Create branding and marketing materials to be displayed	Wiltshire Council	By February 2013		Wiltshire Council

4. Brand Development and Communications				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
at all Legacy Events to create recognition and build the Legacy for Wiltshire brand				
4.3 Wrap-up Events Ensure that once a successful campaign is completed, a wrap up event is completed, where appropriate. Invite press and partners to celebrate successes	Wiltshire Council	Ongoing	Media, Wessex Association of Chambers of Commerce, Salisbury Chamber of Commerce, Salisbury City Centre Management (CCM), FSB, NAS	Wiltshire Council

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To ensure that Wiltshire maximises this opportunity, it is vital that we develop our own legacy framework to enable us to co-ordinate these inspirational health, sporting and physical activity programmes and initiatives at a county level and deliver a long lasting legacy.

The key tasks will be to identify and focus on those activities which have the greatest impact. There are interested stakeholders in all sections of the community including:

- Schools
- Further Education (FE) and Higher Education (HE) colleges
- Local communities, including hard to reach groups
- Health sector
- Voluntary sector
- All council services
- Sport and leisure sector
- Central government

Given this range, an approach is required which involves and engages all local, regional and national stakeholders. This is crucial to ensure that the 2012 health, well-being, sport and physical activity legacy strategy and action plan is appropriate, proportionate and fit for purpose.



Aims and objectives of the legacy strategy

The aim of this strategy is to add value to existing activity by using the 2012 Celebrations/Olympic Games as a brand; as well as building on the enthusiasm of local communities, sports clubs and community organisations generated during 2012, to develop new ideas, and create opportunities that would otherwise have not happened.

The Wiltshire Legacy will not arrive on its own, but will need to be worked at across the council and with many organisations which are in a position to make a difference. It needs to be linked in, to support existing public health, entertainment, sport and physical activity strategies and plans and not stand in isolation.

The Aim of the Strategy is:

- To ensure that everyone in Wiltshire can access and participate in a Legacy event, or activity

The objectives are:

- To contribute to the health improvement and reduction in inequalities
- To increase participation in community sport and recreational activity
- To develop a strong sporting infrastructure to improve the health, well being and skills of people and community
- To identify opportunities that will inspire people to take part in sport, active recreation and health activities
- To identify opportunities to increase the volunteering workforce



Strategic direction

The Strategy Action Plans have been structured into four thematic areas to ensure clarity and a link between the 2012/Olympic year and the Legacy as we move forwards. They are:

- **Health and Well Being Legacy:** Improving Health and Reducing Inequalities
- **Olympic Legacy:** Increasing Participation and Inspiring People to get Involved
- **Paralympic Legacy:** Increasing Participation for People with a Disability
- **Gamesmaker Legacy:** Supporting Volunteers and Empowering Communities

The actions contained within each thematic area are closely aligned with key strategic documents including the Joint Strategic Assessment 2013/14, Public Health Outcomes Framework and Leisure Services Strategies.



Creating appropriate communication, action and co-ordination networks will be critical to aligning resources and establishing effective delivery within Wiltshire. The Health, Well-Being, Sport and Physical Activity Sub-Group will pull all relevant information and partners together to maximising the health, sport and leisure opportunities, to deliver a lasting legacy.

Involvement and engagement mechanisms

The Health, Well-Being, Sport and Physical Activity Sub-Group will review the effectiveness of this strategy and action plan on an annual basis, and will monitor and review any actions, ensuring that the plan evolves on the basis of progress, achievement and emerging opportunity. The Sub-Group will report on a monthly basis to the Legacy Delivery Group, which in turn will report to the Legacy Steering Group and the Legacy Board.

Community Events				
Action	Lead		Partner(s) / Strategic Links	Funding
Community engagement				
<p>1.1 The Opening of new County Hall</p> <p>On 1 November Wiltshire's Olympic medal winners, Torchbearers and Games makers officially opened the newly refurbished County Hall building. Live demonstrations by rhythmic gymnast, Francesca Fox and the Judo U63kg British number one, Jemima Duxberry showcased our support for our local athletes. The event was a celebration of 2012 and it recognised those who had made last year such a unique and outstanding one for the county.</p> <p>Ed McKeever, gold medallist in Sprint Kayaking joined Baroness Hanham, Parliamentary Under-Secretary of State for the Department for Communities and Local Government (DCLG) in opening the state-of-the-art public building and the Wiltshire</p>	Wiltshire Council	1 November 2012		Sponsored

Community Events				
Action	Lead		Partner(s) / Strategic Links	Funding
<p>Celebration of London 2012 Olympics and Paralympics exhibition.</p> <p>This included a gallery of Wiltshire's Torchbearers and photos of the Olympic Torch route and Festival of Celebration at Hudson's Field in Salisbury.</p>				
<p>1.2 Wealth of Wiltshire Christmas Market</p> <p>Building on the extremely successful wealth of Wiltshire marquee at Hudson's field Festival of Celebration last July, the first Christmas wealth of Wiltshire market was held in the atrium at County Hall. More than twenty local businesses took part promoting local foods, crafts and produce.</p> <p>The event, supported by Wiltshire Council and the Wessex Chamber of Commerce, was intended to promote small local suppliers and boost their businesses. The market was extremely well attended and 90% of the stall holders sold out of produce by end of the day.</p>	Wiltshire Council	December 2012	Chamber of Commerce	Self Funding

Community Events				
Action	Lead		Partner(s) / Strategic Links	Funding
<p>1.3 Health Fair</p> <p>Last year inspired many more people to get more active. Building on this success, a health fair took place in the Atrium in County Hall in February. More than 500 people attended the event which focused on health issues including giving up smoking, healthy eating and alcohol awareness. More than 120 people had their blood pressure taken and 149 cholesterol checks took place which resulted in 43 people being referred to their GPs.</p>	Wiltshire Council	February 2013	Public Health DC Leisure	Public Health Wiltshire Council
<p>1.4 Community Legacy Evenings</p> <p>Trowbridge, Chippenham, Salisbury and Devizes to discuss how local communities can continue to bring people together and boost their local economy through a programme of events and activities and keep the momentum and energy of last year alive.</p>	Wiltshire Council	February 2013	None	

Community Events				
Action	Lead		Partner(s) / Strategic Links	Funding
<p>Last year's events were steered by our communities and it is vital that the legacy continues to be shaped by local people and businesses. Communities were proud of their local athletes. One of the many examples of this is the recent news that Paralympic athlete Stephanie Millward who won five medals at the Games, has been given the Freedom of Corsham.</p> <p>What became apparent from the meetings was the high level of energy and commitment in local communities to keep the momentum of last year going and already a calendar of events and activities is being planned for this year. These events are being collated and captured in one events diary (Appendix 1) to provide a picture for Wiltshire for this year.</p>				
<p>1.5 Hudsons Field</p> <p>24 August 2-10pm Hudson's Field Building on the success of last years free</p>				

Community Events				
Action	Lead		Partner(s) / Strategic Links	Funding
<p>family events at Hudsobns Field, Salisbury City Council have agreed a large free family event in august for the next three years.</p> <p>The event will be similar to a large village fete with the following:</p> <p>Large music acts showcasing local bands and performers including a headline Queen tribute act in the evening.</p> <p>A large arena with displays, re-enactments etc throughout the day.</p> <p>A large craft village for local cottage industries to showcase and sell their goods.</p> <p>A large business village for the business community to showcase and sell their goods.</p> <p>There will also be a large funfair, beer tents and lots more.</p> <p>Wiltshire Council have been asked to assist in a number of ways with this event including waste collection, licensing and traffic assistance, in return Wiltshire will be allocated a large space for a wealth of Wiltshire marquee</p>				
1.5 Community Event Calendar	Wiltshire Council		Communities	None
1.6 Toolkits	Wiltshire Council		Live on Wiltshire Council Website	None

Community Events				
Action	Lead		Partner(s) / Strategic Links	Funding
This are to assist and give advise to communities when putting on events large or small.				
<p>1.7 Salisbury City Hall 50 years celebrations. 2013 sees the 50th anniversary of the opening of the City Hall as a public facility following its conversion from a cinema. The purchase of the building was made possible by the use of a public memorial fund raised to honour those citizens of Salisbury who had given their lives during the Second World War. A series of free and ticketed events are being planned to mark this historic occasion and to link into the councils plans for legacy events leading on from the highly successful events of 2012.</p> <p>Official Birthday Evening of Celebration 30 January 2013 Birthday celebration for invited guests Budgetary requirements: met through City Hall budget</p> <p>The Golden Era of the 1960s – Musical History at City Hall during the decade Exhibition and illustrated talk by local authors Frogg Moody and Richard Nash. Exact details TBC but is anticipated to take the form of a ticketed talk in the Alamein Suite alongside an exhibition of materials from the era.</p>	Wiltshire Council			Self Funding

Community Events				
Action	Lead		Partner(s) / Strategic Links	Funding
<p>FREE to attend Proposed Date 15 June to coincide with anniversary of appearance by the Beatles in Salisbury in June 1963. Budgetary requirement: free use of space to organisers.</p> <p>Photographic Exhibition City Hall Foyer featuring photographs from across the years. FREE to attend Proposed Exhibition Dates Monday 30 September – Monday 23 December Budgetary requirements: met through City Hall budget.</p> <p>Salisbury City Hall Through the Looking Glass Book Launch and Signing To celebrate the publication of a high quality 200 page self published book by local author and former employee James McCarraher tracing the history of the City Hall from 1937 to present day. 6pm reception at City Hall for members and invited guests Proposed Dates 27 September to coincide with concert by 50/60s legend Duane Eddie. Other book signings and media events will take place supported by City Hall.</p>				

Community Events				
Action	Lead		Partner(s) / Strategic Links	Funding
<p>November Weekend of Celebration (9 – 10 November)</p> <p>Shine for Wiltshire As per 2012 event. To be promoted by Wiltshire Council Events Team with City Hall Event Date Saturday 9 November Budgetary requirements £tbc</p> <p>Afternoon Tea Dance Sticky Toffee Jazz and Salisbury Big Band Event Date Sunday 10 November Proposed Times 2pm – 4pm Current suggested Ticket Price £8 - £10 to include tea and cakes Budgetary requirements: £ 2000</p> <p>Joint Birthday Party event with Spire FM Christmas Snow Ball Ideas will be discussed at event planning meeting on 15 March and details will be available after that date, in essence the event will be a party night with a Christmas theme, of a similar style to the Big 80s Night Out successfully co promoted with Spire FM to mark the stations 20th birthday in November 2012.. Event Date Friday 6 December Ticketed Event Ticket Price £ tbc Budgetary requirements: Funded through</p>				

Community Events				
Action	Lead		Partner(s) / Strategic Links	Funding
<p>ticket sales as a co-promotion with Spire FM.</p> <p>Music Event for Youth Market (14-25) Established concert promoters Metropolis Music, SJM Concerts and PVC have been approached with the opportunity for one of them to work in partnership with Wiltshire Council to stage a concert featuring a headline musical act as part of a UK tour. It is envisaged that the concert would feature an artist who would normally be financially precluded from appearing at City Hall due to the venues limited capacity. However the recent success of the concert featuring Enter Shikari at the venue has demonstrated that a market exists for the right kind of act. Due to the anticipated costs associated with securing a suitably high profile act it is proposed that the council provides financial support to the successful promoter to enable a sufficient offer to be made to agents of suitable and available artists. Discussions are ongoing with each promoter as touring plans for autumn 2012 become known.</p> <p>Event Date: September – December</p> <p>Budgetary requirements: £7000 - £8000.</p>				

5. Communications				
Action	Lead	Timescale / KPI	Partner(s) / Strategic Links	Funding
<p>Co-ordination</p> <p>5.1. Set up a Delivery Group that will meet every month.</p> <p>5.2. Present and update communications activity calendar to Wiltshire Legacy Board, Steering Group and Delivery Group</p>	Wiltshire Council	December 2012	All sub group leads	None required
<p>Utilisation of key communications channels</p> <p>5.3. Regular utilisation of agreed channels to promote objectives of the strategy</p>	Wiltshire Council	November 2012	All partners	None required
<p>Media relations</p> <p>5.13. Issue press releases, hold media briefings and deal with press enquiries as appropriate</p>	Wiltshire Council		All partners	None required
<p>Events and sponsorship</p> <p>5.15. Develop calendar of events for inclusion in Corporate calendar</p> <p>5.18. Seek sponsorship for events where appropriate</p>	Wiltshire Council	December 2012	All Partners	Sponsorship

1. Introduction

Following the announcement that the 2012 Olympic and Paralympic Games was coming to London, strategies, legacy action plans and programmes were developed and rolled out to ensure the UK maximised the opportunities the games offered. They were led by the London Organising Committee of the Olympic Games (LOCOG). One of the games objectives was to transform people's lives and revitalise communities.

2. Strategic context

A South West regional strategy was published in 2007 under the title 'Team South West'. The guiding principle was that strategic activity would be focussed around five strategic 'flames', namely:

- Business development
- Tourism and regional image
- Sporting opportunity
- Cultural celebration
- Community Engagement.

The vision of Team South West was to deliver:

'A lasting and discernable community legacy from the 2012 games'

Legacy is the product of what is left behind after the games are over. It is a mixture of intangible benefits such as the inspirational impact that the games had and the tangible benefits such as improved infrastructure, new partnerships and increased levels of participation in sport and physical activity and therefore improved health and well-being. These two elements had to be delivered in parallel to maximise the opportunities that the games offered. Only by taking a co-ordinated and holistic approach to delivery were the long term benefits of the London 2012 Games likely to be achieved.

Legacy in the South West means:

- a generation of people whose lives were changed by London 2012 Olympic Games
- a region that is genuinely inclusive and embracing of its diversity
- businesses that grow in productivity and competitiveness
- increased and sustainable levels of overseas visitors
- increased levels of spend in the visitor economy
- an increase in grass roots sports and recreational participation
- a new generation of elite athletes training and competing in the South West
- an increased number of active, well trained volunteers
- an increased number of sporting and cultural events of regional significance
- improved sporting and cultural facility provision.

3. The Wiltshire context

Wiltshire readily recognised the potential local legacy benefits such as increased participation in sports which has typically resulted from previous games. 2012 represented an opportunity for the county to take advantage of achieving wider reaching positive impacts. The county can encourage and support local people through volunteering and community empowerment as well as being inspired by both successful and aspiring participants from across the county. For Wiltshire the Olympic/Paralympic Games has been a catalytic opportunity to pull together its communities. This surely represents a true 2012/Olympic legacy for the county.

2012 – A year of celebration – a good investment.

Wiltshire Council supported its local communities to celebrate and embrace the spirit of this unique year.

2012 presented a unique opportunity to bring communities together, to showcase what makes them special and to reinvigorate the local economy. Wiltshire invested significantly in 2012 and provided a



staff resource to enable, manage and deliver the year's programme of events. The initial evaluation for the key events to celebrate the Queen's Diamond Jubilee and the Olympic Torch Relay highlights that approximately 225,000 spectators (equivalent to half the population of the county) lined the streets to see the Queen when she visited Salisbury City and to see the Olympic Torch as it visited fifteen towns in Wiltshire in May and July.

The value of the publicity resulting from these once in a lifetime events has been estimated at more than £4 million, with a circulation of 350 million people seeing or hearing about Wiltshire and what it has to offer.

The economic impact was substantial and at the point of writing this strategy has still to be calculated but the additional spend in the county on the five event days was over £1 million and that does not include the accommodation bookings in the Salisbury area and the ongoing visitor interest.

The impact of 2012 represented a seven-fold return on the council's total investment of £290,000 and the cost per head of the population seeing and participating in the key events for the Jubilee and the Torch is approximately £1.28 per person.

This return does not include the lasting legacy and memories that will stay with many of the people including thousands of school children who participated at these events. 2012 will last for many years to come.

To ensure that Wiltshire maximises this opportunity, it is vital that we develop our own legacy framework to enable us to co-ordinate these inspirational health, sporting and physical activity programmes and initiatives at a county level and deliver a long lasting legacy.

The key tasks will be to identify and focus on those activities which have the greatest impact. There are interested stakeholders in all sections of the community including:

- Schools
- Further Education (FE) and Higher Education (HE) colleges
- Local communities, including hard to reach groups
- Health sector
- Voluntary sector
- All council services
- Sport and leisure sector
- Central government

Given this range, an approach is required which involves and engages all local, regional and national stakeholders. This is crucial to ensure that the 2012 health, well-being, sport and physical activity legacy strategy and action plan is appropriate, proportionate and fit for purpose.



Aims and objectives of the legacy strategy

The aim of this strategy is to add value to existing activity by using the 2012 Celebrations/Olympic Games as a brand; as well as building on the enthusiasm of local communities, sports clubs and community organisations generated during 2012, to develop new ideas, and create opportunities that would otherwise have not happened.

The Wiltshire Legacy will not arrive on its own, but will need to be worked at across the council and with many organisations which are in a position to make a difference. It needs to be linked in, to support existing public health, entertainment, sport and physical activity strategies and plans and not stand in isolation.

The Aim of the Strategy is:

- To ensure that everyone in Wiltshire can access and participate in a Legacy event, or activity

The objectives are:

- To contribute to the health improvement and reduction in inequalities
- To increase participation in community sport and recreational activity
- To develop a strong sporting infrastructure to improve the health, well being and skills of people and community
- To identify opportunities that will inspire people to take part in sport, active recreation and health activities
- To identify opportunities to increase the volunteering workforce



Strategic direction

The Strategy Action Plans have been structured into four thematic areas to ensure clarity and a link between the 2012/Olympic year and the Legacy as we move forwards. They are:

- **Health and Well Being Legacy:** Improving Health and Reducing Inequalities
- **Olympic Legacy:** Increasing Participation and Inspiring People to get Involved
- **Paralympic Legacy:** Increasing Participation for People with a Disability
- **Gamesmaker Legacy:** Supporting Volunteers and Empowering Communities

The actions contained within each thematic area are closely aligned with key strategic documents including the Joint Strategic Assessment 2013/14, Public Health Outcomes Framework and Leisure Services Strategies.



Creating appropriate communication, action and co-ordination networks will be critical to aligning resources and establishing effective delivery within Wiltshire. The Health, Well-Being, Sport and Physical Activity Sub-Group will pull all relevant information and partners together to maximising the health, sport and leisure opportunities, to deliver a lasting legacy.

Involvement and engagement mechanisms

The Health, Well-Being, Sport and Physical Activity Sub-Group will review the effectiveness of this strategy and action plan on an annual basis, and will monitor and review any actions, ensuring that the plan evolves on the basis of progress, achievement and emerging opportunity. The Sub-Group will report on a monthly basis to the Legacy Delivery Group, which in turn will report to the Legacy Steering Group and the Legacy Board.

1. Health and Well-Being Legacy – Improving Health and Reducing Inequalities				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
Health Improvement				
1.1 Health Improvement Awards Celebrate the diversity and quality of work by organisations, businesses and individuals involved in improving the health and well-being of communities across Wiltshire.	Wiltshire Council	2013 - 15	Sponsors	Wiltshire Council - Public Health
1.2 Walking (Inspiremark) Implement the 'Get Wiltshire Walking' Programme across the county increasing both participants and volunteers to ensure sustainability.	Wiltshire Council	2012 – 2014 150 new participants per year 20 new volunteers per year	Big Lottery, Age UK, Housing Associations	£133k over 3 years
1.3 Active Health programme (Inspiremark – S/B) Provide a physical activity on referral scheme to enable individuals with specified medical conditions to access and benefit from a range of physical activity opportunities including exercise after stroke, cardiac rehabilitation and strength/balance classes.	NHS Wiltshire / Wiltshire Council	2011 - 2014	D C Leisure, Health Care Professionals, Downton, Calne and Cricklade Leisure Centres	Public Health Wiltshire Council
1.4 Health Trainers Commission a 3-5 year lifestyle intervention service through Health Trainers to improve the long-term health inequalities profile of Wiltshire.	Wiltshire Council	2013 - 15	Kay - please complete	Public Health Wiltshire Council

1. Health and Well-Being Legacy – Improving Health and Reducing Inequalities				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
1.5 Health Information and Support Service To provide HISS in Wiltshire libraries to support patients, families and carers with a range of information and guidance on cancer, cardiovascular disease and healthy living.	Wiltshire Council	2013 - 15	Libraries	Public Health Wiltshire Council
1.6 Bike It Plus Implement Bike It Plus in Wiltshire.	NHS Wiltshire	2011 - 2013	Sustrans, Wiltshire Council	Public Health
1.7 Targeted Free Swimming Implement a free swimming scheme in Wiltshire, targeted at those most in need (linked to MEND).	Wiltshire Council / NHS Wiltshire	2012 - 2013	D C Leisure	Public Health
1.8 MEND Implement MEND (Mind Exercise Nutrition Do!) targeted at children and families. Develop in-house obesity programme for young people.	NHS Wiltshire / Wiltshire Council	2012 - 2013	DC Leisure	Public Health
1.9 Active Wiltshire Website Develop and implement a one-stop shop for physical activity and health and well-being.	Wiltshire Council	2013 - 2015	Public Health	Public Health

2. Olympic Legacy - Increasing Participation and Inspiring People to Get Involved				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
Participation				
2.1 Return to Sport (Inspiremark) Support Return to Sport opportunities enabling more adults to take up regular sport and physical activity.	Wiltshire Council	2012 – 15 500 new participants per year	National Governing Bodies of Sport, Sports Clubs, Community Groups	Wiltshire Council - £4,000
2.2 Workplace Activity Support workplace activity enabling more adults (500) to take up regular physical activity.	Wiltshire Council	2012-2015 50 new participants per year	NHS Wiltshire	£2k per year
2.3 Sports Stars Provide the Sports Stars' programme (300) across the county enabling more young people to take part in sport and physical activity out of school.	Wiltshire Council	2012-2015 300 new participants per year	National Governing Bodies of Sports Sports Clubs Schools	£4,000
2.4 Running Implement the Run England Activator Programme across the county increasing both participants and volunteers.	Wiltshire Council	2012 – 2105 300 new participants per year 20 new Run Leaders per year	UK Athletics, WASP, Swindon Borough Council	£38,500 total partner funding per year £4k per year – Wiltshire Council
2.5 Cycling Implement British Cycling Local Skyrides programme across the county increasing both participants and cycle leaders.	Wiltshire Council	2012 - 2015	British Cycling	£30k per year
2.6 Wiltshire Challenge Implement an annual sports and physical activity 'Challenge' across the county.	Wiltshire Council	2012 – 2015 750 participants per year	DC Leisure, Calne, Cricklade and Downton LC's	£5k per year

2. Olympic Legacy - Increasing Participation and Inspiring People to Get Involved				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
2.7 Wiltshire Iconic Walks Work with the volunteer walk leaders to establish a series of iconic walks across Wiltshire culminating with a Walking Festival at Stourhead.	Wiltshire Council	2012 - 15	National Trust English Heritage	Wiltshire Council
2.8 Sportivate Develop the 'Sportivate' Programme over the next four years, giving 14 – 25 year olds access to six week courses in a range of sports.	WASP	2012-2015 66% retention rate	Wiltshire Council Sports Clubs Schools and Colleges	£12,000 per year into the Sports Development Budget – based on successful application to WASP – secured for 2012/13
2.9 Kick it Out Implement the Kick it Out project for 15/16 year olds (Football) and investigate similar offer with Bath Rugby.	Wiltshire Council	2012 – 15 150 participants per year	Wilts FA Swindon Town FitC Swindon Borough Council	£3k per year from Sports Development Budget
2.10 Rugby 7's Implement a rugby 7's project for Year 10 students in conjunction with Wilts and Dorset RFU and Bath Rugby Club.	Wiltshire Council	2012 – 15 150 participants per year	Bath Rugby Club RFU	£3k per year from Sports Development Budget
2.11 Free Swimming Free Swimming for Under 16's during School Holidays.	Wiltshire Council	2012 - 2013	DC Leisure	Wiltshire Council
2.12 Camp Activate Provide a holiday programme for young people based at the Leisure Centres:	Wiltshire Council	Feb 2013 March 2013 July 2013	All in-house leisure centres	Wiltshire Council

2. Olympic Legacy - Increasing Participation and Inspiring People to Get Involved				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
Funding				
2.13 Funding Future Olympians Provide awards to talented young athletes to support their development within their sport.	Wiltshire Council	Annually		Funding Future Olympian grant £5,000
2.14 Free Facility Use Provide real help for athletes competing at GB / National age group level by granting them free use of the fitness suites and swimming pools during public sessions at all 20 leisure centres owned and managed either directly or indirectly by the council.	Wiltshire Council	Annual	DC Leisure	Free access to facilities
Events				
2.15 Major Events Encourage (1) major televised sporting event to come to Wiltshire.	Wiltshire Council	2014-2015 Annual Event	British Cycling	£50k budget approx. required
2.16 Events - Cycling Hold an annual community cycle ride 'The Wiltshire Ride'.	Wiltshire Council	2013-2014 600 participants	Bike Events	£10k per year
2.17 Urban Orienteering Work with Sarum Orienteers to deliver the county's first Urban Orienteering Event in Salisbury.	Sarum Orienteers	2/3 November 2013	Wiltshire Council British Orienteering Federation	Wiltshire Council
2.18 School Games Support the organisation of a county 'School Games'.	WASP	2012-2015 1000 participants per year	Wiltshire Council School Games Organisers	N/A

2. Olympic Legacy - Increasing Participation and Inspiring People to Get Involved				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
<p>2.19 Sports Dinner Support the Events Sub-Group with the Sports Dinner ensuring links with talented athletes</p>	Wiltshire Council	2013	Local Business's	Events Sub Group
<p>2.20 Going for Goals (Inspiremark) Implement a coaching and competitive event for local primary schools in the Tisbury Catchment. Going for Goals is a football programme that has been run for children in Tisbury in 2010 & 2012. Building on its success and taking the London 2012 lead of inspiring a generation, the programme is being rolled out to other rurally isolated areas of the county . The programme is for children aged between 11-12 years old and will give the children the opportunity to learn new football and life skills while taking part in physical activity. Working in partnership with Wiltshire council, Chelsea FC Foundation, Wiltshire Fire & Rescue Service, Wiltshire Police Wilts FA, and the Brazilian Soccer School the project is taking place over 5 days. The tournament has 40 teams entered in the local tournaments at Pewsey sports centre, Tisbury Sports Centre, Durrington Swimming and fitness centre and 5 rivers. With the top two from each centre going on to play in a grand final tournament.</p>	Wiltshire Council	2013		Wiltshire Council

2. Olympic Legacy - Increasing Participation and Inspiring People to Get Involved				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
2.21 Aquathon Darren – please complete	Green Coaching UK	March 2013	Wiltshire Council/Durrington Leisure Centre	
2.22 Events Enable a range of regional and national sports events to take place in Wiltshire: Karate Gradings Archery Judo Taekwondo Regional Swimming Gala			NGB's	Hirers
2.23 Comic Relief Support the organisation and delivery of a range of Comic Relief Fun Runs across the county	Wiltshire Council	2014	Comic Relief Town and Parish Council's Running Groups	Wiltshire Council Individual organisations budgets
2.24 Race for Life Support the delivery of Race for Life annually	Race for Life	2013 – 15 July	Wiltshire Council, Salisbury City Council, Scouts, Sea Cadets, Fire Service	Race for Life budget Sports and physical activity budget
2.25 Gym Challenges Organise a series of gym challenges across the Leisure Centres:	Wiltshire Council	Monthly challenges throughout 2013. XX participants per challenge	All in house leisure centres	Leisure centre budget

2. Olympic Legacy - Increasing Participation and Inspiring People to Get Involved				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
1000m row Isometric plank hold 1 mile run Half marathon (run half marathon in a week, record overall time taken) Two mile cycle Hanging hold Mini-triathlon – 1k row, 3k bike, 2k run Two minute sit up test 2k on cross trainer Swissball kneeling balance Body weight squat for max no of reps Static wall squat	Jan 2013 Feb 2013 March 2013 April 2013 May 2013 June 2013 July 2013 Aug 2013 Sept 2013 Oct 2013 Nov 2013 Dec 2013		Darren/Tamzin – please discuss fit with 2013 Wiltshire Challenge	
2.26 Triathlon Darren – please complete	No limits Fitness	June 2013	Wiltshire Council/Durrington Leisure Centre	
Campaigns				
2.27 Campaign's Provide a range of campaigns to encourage increased participation in sports and physical activity: New year membership drive Over 50's Activities promotion	Wiltshire Council	Annual programme January 2013 April 2013	All in-house leisure centres	Leisure centre budget

2. Olympic Legacy - Increasing Participation and Inspiring People to Get Involved				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
Shape up for summer campaign Member referral campaign Fit for Christmas campaign Corporate membership push		May 2013 September 2013 October 2013 November 2013		
2.28 Join In Campaign Promote the join in campaign to clubs and volunteers: 27 Jul – 9 Sept – matchmaker service linking volunteers to clubs 27/28 Jul – clubs open weekend	Wiltshire Council	2013 – 15 July – Sept 20 clubs engaged	NGB's, sports clubs	Sports and physical activity budget
2.29 Public Health Campaigns Kay – please complete				
2.30 WoW Fit (Inspiremark) Deliver a campaign to encourage participation amongst women and girls.	Wiltshire Council	2013 - 15 Sept 2013	Media, Comm's, Clubs, Community Groups	Possible sponsorship
2.31 Health Fair Deliver a health fair at county hall to coincide with Duncan Selbie's visit to Wiltshire	Wiltshire Council	2013	Public Health, DC Leisure	£450 – Cardio-wall

3. Paralympic Legacy - Increasing Participation for People with Disabilities				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
Ability Sports (NB: This section is disability specific, people with disabilities will also be able to engage in the other 3 themed areas)				
3.1 Ability Sports (Young People) Support opportunities for (100) young people to participate in disability sports competitions and regular multi-sports clubs: Rising Stars Holiday Programmes 1-2-1 Swimming Football	Wiltshire Council	2012-2015 100 new participants per year	Mencap Day Centres Schools	£20k per year subject to Aiming High Funding – secured for 2012/13

3. Paralympic Legacy - Increasing Participation for People with Disabilities				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
Cricket Wheelchair Basketball County Development Squads Schools Coaching				
3.2 Ability Sports (Adults) Support opportunities for adults to participate in regular multi-sports clubs and competitions: Fit Club Ability Sports Club South Wilts Adult Disability Sports Day County Wide Adult Disability Sports Day.	Wiltshire Council	2012 – 2015 100 new participants	Mencap Day Centres Residential Homes	£5k per year
3.3 SEN Games Provide a competitive opportunity for young people in SEN Schools and School with special units as part of the school games.	WASP	2012 – 2013 100 participants	Wiltshire Council, schools, NGB's	

4. Gamesmaker Legacy – Supporting Volunteers and Empowering Communities				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
Community Empowerment				
4.1 On Your Mark's (Inspiremark) Develop and deliver the 'On Your Marks, Get Set, Go' club development and support programme enabling 150 clubs to access funding, improve	Wiltshire Council/WASP	2012-2015 150 clubs supported over 3 years	National Governing Bodies of Sport Sports Clubs Sport England	Projects delivered as part of 'On Your Marks' will be budgeted for on a project by project basis – funding from

4. Gamesmaker Legacy – Supporting Volunteers and Empowering Communities				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
<p>accessibility and volunteer support and in particular:</p> <p>Provide a comprehensive coach education programme to develop 1,000 new and experienced coaches to skill level and knowledge.</p> <p>Support (40) Clubs to achieve accreditation through Clubmark or sport specific accreditation programmes.</p>		<p>Annual programme of 25 courses</p> <p>40 clubs supported over 3 years</p>		Sports Development Budget and WASP Budget
<p>4.2 Wiltshire and Swindon Sports Awards</p> <p>Recognise the achievements and commitment of (100) coaches, officials, volunteers and athletes through the Wiltshire and Swindon Sports Awards.</p>	Wiltshire Council	Annual	WASP/Swindon Borough Council/NHS Wiltshire/NHS Swindon	£15,000
<p>4.3 Places Funding</p> <p>Support local sports clubs and community organisations to seek funding to upgrade local sports clubs and facilities through Sport England's 'Places, People, Play' funding stream.</p>	Wiltshire Council	<p>2012-2015</p> <p>6 successful projects per year</p>	Town and Parish Council's Sports Clubs	N/A
<p>4.4 Clubs Database</p> <p>Provide an on-line Clubs Database to ensure sports opportunities are promoted widely (250 additional clubs)</p>	Wiltshire Council	<p>2012-2015</p> <p>Increase of 100 clubs per year</p>	Sports Clubs	N/A
<p>4.5 Walking and Cycling Routes</p> <p>Work with Town and Parish councils to establish walking and cycling routes as</p>	Wiltshire Council	<p>2012-2015</p> <p>10 x 3,2,1 routes</p>	Town and Parish Council's	N/A

4. Gamesmaker Legacy – Supporting Volunteers and Empowering Communities				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
well as fitness trails in their local area.		implemented over 3 years		
4.6 Leadership Develop a comprehensive leadership offer for young people aged 14+ that provides qualifications, training and opportunities to organise and lead community sporting activities across the county.	WASP	2012-2015 500 new volunteers per year	Wiltshire Council	N/A
4.7 Community Games Toolkit Develop a 'Community Games' Toolkit for Wiltshire.	Wiltshire Council/WASP	2012-2015 Toolkit produced	Community Groups	N/A
4.8 Infrastructure Support Actively support the voluntary and community sector so that community groups are genuinely involved in arranging inclusive events and "legacy" projects. These might include anything from new sports events to social activity groups.	Wiltshire Council	April – Sept 2012	VCS (Infrastructure Support) Public & Private Sector partners	From existing budgets
4.9 Legacy Funding Health & Wellbeing legacy: A small grants pot of £4k available to grassroots community groups to help them organise projects and demonstrate legacy for the community (excluding sports groups who can access other funding)	Wiltshire Council		"Develop" and other VCS infrastructure organisations to promote grant and target to small groups.	£4k to made available in small grants of up to £500

4. Gamesmaker Legacy – Supporting Volunteers and Empowering Communities				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
4.10 Health Improvement Awards Celebrate the diversity and quality of work by organisations, businesses and individuals involved in improving the health and well-being of communities across Wiltshire.	Wiltshire Council	2013 - 15	Sponsors	Wiltshire Council - Public Health
4.11 Walking (Inspiremark) Provide training and support to enable community volunteers to lead the Get Wiltshire Walking groups to ensure sustainability.	Wiltshire Council	2012 – 2014 150 new participants per year 20 new volunteers per year	Big Lottery, Age UK, Housing Associations	£133k over 3 years
4.11 Running Provide training and support to enable community volunteers to lead the Run England Running groups to ensure sustainability.	NHS Wiltshire / Wiltshire Council	2011 - 2014	D C Leisure, Health Care Professionals, Downton, Calne and Cricklade Leisure Centres	Public Health Wiltshire Council

5. Communications				
Action	Lead	Timescale / KPI	Partner(s) / Strategic Links	Funding
Co-ordination				
5.1. Set up a Health, Well-Being, Sport and Physical Activity group that will meet every month	Wiltshire Council	December 2012	Public Health, Facilities, Community Groups	None required
5.2. Present and update communications activity calendar to Wiltshire Legacy Board, Steering Group and Delivery Group				
Utilisation of key communications channels				
5.3. Regular utilisation of agreed channels to promote objectives of the strategy	Wiltshire Council	November 2012	All partners	None required
Media relations				
5.13. Issue press releases, hold media briefings and deal with press enquiries as appropriate	Wiltshire Council	June 2010 June 2010 onwards	All partners	None required
Events and sponsorship				
5.15. Develop calendar of events for inclusion in Corporate calendar	Wiltshire Council	December 2012	All Partners	Sponsorship
5.18. Seek sponsorship for events where appropriate				

Special Events Diary 2013

Economy	By Community	Health, sports and Leisure	For Communities
	EVENT	LOCATION	ORGANISER
JANUARY			
	Toolkit for Communities		KO/LB
	Health Road show	Atrium	BG/Nicola Cretney
New Years Day	1		
	2		
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	25		
	26 Avon Valley Runners Junior 2k	Southwick Country Park	COMMUNITY
	27 Slaughterford 9 multi terrain race	Around Slaughterford	COMMUNITY
	28		
	29		
	30		
	31 Community Legacy meetings	County Hall, Trowbridge	LB/BG

Special Events Diary 2013

Economy	By Community	Health, sports and Leisure	For Communities
	EVENT	LOCATION	ORGANISER
FEBRUARY			
	Business Breakfast	TBC	BG/AC
	Funding Future Olympians		RT
1	Health Fair	County Hall, Atrium	Donna Mountford
2	Health Fair	County Hall, Atrium	Donna Mountford
3	Health Fair	County Hall, Atrium	Donna Mountford
4	Health Fair	County Hall, Atrium	Donna Mountford
5	Health Fair	County Hall, Atrium	Donna Mountford
6	Health Fair	County Hall, Atrium	Donna Mountford
7	Health Fair	County Hall, Atrium	Donna Mountford
7	Community Legacy meetings	Town Hall, Chippenham	LB/BG
8	Health Fair	County Hall, Atrium	Donna Mountford
9			
10	Wiltshire 10	KG V Melksham	COMMUNITY
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21	Community Legacy meetings	Guild Hall, Salisbury	LB/BG
22	Legacy Breakfast with Wessex	Atium	
23	Avon Valley Runners Junior 2k	Southwick Country Park	COMMUNITY
24	The Terminator	Pewsey	COMMUNITY
24	Castle Combe 10K	Castle Combe	COMMUNITY
24	Chilly duathlon	Chippenham	COMMUNITY
25			
26			
27	Community Legacy Meetings	Corn Exchange, Devizes	LB/BG
28			

Special Events Diary 2013

Economy	By Community	Health, sports and Leisure	For Communities
	EVENT	LOCATION	ORGANISER
MARCH			
	Basketball camps	Trowbridge, Marlborough	RT
1			
2	Freedom of the town - Stephanie Millward	Corsham	COMMUNITY
3	10K Challenger Run	Southwick Country Park	COMMUNITY
3	Marlborough Communities Market	Marlborough High Street	COMMUNITY
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9	City Race Salisbury		COMMUNITY
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17	Lionheart Cyclosporive	Longleat	COMMUNITY
18			
19	9RLC march through toen	Chippenham	COMMUNITY
20			
21			
22	Wessex Chamber Awards	Atrium	Wessex Chamber
23			
24			
25	Rugby 7's	Warminster	Wilts Council
25	Avon Aquathon		COMMUNITY
26			
27			
28			
Good Friday	29		
	30	Avon Valley Runners Junior 2k	Southwick Country Park
	31		

Special Events Diary 2013

Economy		By Community	Health, sports and Leisure	For Communities
		EVENT	LOCATION	ORGANISER
APRIL				
	1	Duck race in BOA river	Bradford on Avon	COMMUNITY
Easter Monday	1	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
	2	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
	3	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
	4	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
	5	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
	6	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
	7	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
	7	Castle Combe Duathlon	Castle Combe	COMMUNITY
	8			
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	10			
	11			
	12	Chippenham Games, prize draw	Stanley Park	COMMUNITY
	13			
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	18			
	19			
	20	Rugby 7's final	Bath Rugby	Wilts Council
	21	Bluebell Race	Pewsey	COMMUNITY
	22			
	23	Salisbury Big Business		Salisbury City
	24	Salisbury Big Business		Salisbury City
	25	Salisbury Big Business		Salisbury City
	25	Going for Goals	final at Chelsea FC	RT
	26			
	27	Sci Fi Dat	Corsham	COMMUNITY
	28			
	29			
	30			
		Free Swimming during half term		

Special Events Diary 2013

Economy	By Community	Health, sports and Leisure	For Communities
	EVENT	LOCATION	ORGANISER
MAY			
1			
2	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
3	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
4	Cherish Chippenham	Chippenham High St	COMMUNITY
4	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
5	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
Bank Holiday 6	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
7	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
8	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
9			
10			
11			
12	May Mile	Sheldon School	COMMUNITY
13	Salisbury Tri	Salisbury	COMMUNITY
14			
15	Wealth of Wiltshire Market	Shambles, Devizes	Wilts Council
16			
17			
18			
19	B-O-A Sprint Tri	Bradford on Avon	COMMUNITY
19	B-O-A standard Tri	Bradford on Avon	COMMUNITY
20			
21			
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24			
24	Sporting Dinner event	Atrium	BG/RT
24	Chippenham Folk festival	Chippenham	COMMUNITY
25	Chippenham Folk festival	Chippenham	COMMUNITY
25	Tour of Wessex, cycling event	Longbridge Deverill / Mere	COMMUNITY
26	Chippenham Folk festival	Chippenham	COMMUNITY
Bank Holiday 27	Chippenham Folk festival	Chippenham	COMMUNITY
Bank Holiday 27			
28			
29			
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Special Events Diary 2013

Economy	By Community	Health, sports and Leisure	For Communities
	EVENT	LOCATION	ORGANISER
JUNE			
1			2013 Wiltshire Challenge
2	The Big Lunch	County Wide	COMMUNITY
3			2013 Wiltshire Challenge
4			2013 Wiltshire Challenge
5			2013 Wiltshire Challenge
6			2013 Wiltshire Challenge
7			2013 Wiltshire Challenge
8	Play & Sports Festival	Trowbridge Park	COMMUNITY
9	Durrington Triathlon	Durrington	COMMUNITY
10			2013 Wiltshire Challenge
11			2013 Wiltshire Challenge
12	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY
13			2013 Wiltshire Challenge
14			2013 Wiltshire Challenge
15	Salisbury Orienteering Race		COMMUNITY
16	Cotswold Triathlon		COMMUNITY
16	Cricklade Festival	High street	COMMUNITY
17			2013 Wiltshire Challenge
18			2013 Wiltshire Challenge
19	Specsavers Longest Day 10k	Chippenham	COMMUNITY
20	Business Expo Event	Trowbridge Civic Centre	Wilts Council
21			2013 Wiltshire Challenge
22			2013 Wiltshire Challenge
23			2013 Wiltshire Challenge
24			2013 Wiltshire Challenge
25	Chippenham Games,	Stanley Park	COMMUNITY
26	Living and working in Wiltshire	Military event	
26	Chippenham Games,	Stanley Park	COMMUNITY
27			2013 Wiltshire Challenge
28			2013 Wiltshire Challenge
28	B on A Arts Festival till 7 July		COMMUNITY
28			2013 Wiltshire Challenge
29	Armed Forces Day/Business Event	Corsham	COMMUNITY
29	Warminster Wobble	Warminster Town Park	COMMUNITY
29	Armed Forces Day	Trowbridge Park	COMMUNITY
30	Veterans Celebrations	Trowbridge Park	COMMUNITY

Special Events Diary 2013

Economy By Community Health, sports and Leisure For Communities

	EVENT	LOCATION	ORGANISER	
JULY				
1	Race for Life	Salisbury	RT	2013 Wiltshire Challenge
2				2013 Wiltshire Challenge
3	School Games		RT	2013 Wiltshire Challenge
4				2013 Wiltshire Challenge
5				2013 Wiltshire Challenge
6	The battle of Chippenham	Monkton Park, Chippenham	COMMUNITY	2013 Wiltshire Challenge
7	The battle of Chippenham	Monkton Park, Chippenham	COMMUNITY	2013 Wiltshire Challenge
7	B on A Arts Festival		COMMUNITY	2013 Wiltshire Challenge
8				2013 Wiltshire Challenge
9				2013 Wiltshire Challenge
10	Kenetic One Castle Coombe TT	Castle Combe	COMMUNITY	2013 Wiltshire Challenge
11				2013 Wiltshire Challenge
12				2013 Wiltshire Challenge
13	Dragon Boat Race	Monkton Park, Chippenham	COMMUNITY	2013 Wiltshire Challenge
14				2013 Wiltshire Challenge
15				2013 Wiltshire Challenge
16				2013 Wiltshire Challenge
17				2013 Wiltshire Challenge
18				2013 Wiltshire Challenge
19				2013 Wiltshire Challenge
20	Pewsey Great Bustard 5 mile		COMMUNITY	2013 Wiltshire Challenge
21				2013 Wiltshire Challenge
22				2013 Wiltshire Challenge
23				2013 Wiltshire Challenge
24				2013 Wiltshire Challenge
25				2013 Wiltshire Challenge
26				2013 Wiltshire Challenge
27				2013 Wiltshire Challenge
28	Tidworth Triathlon	Tidworth	COMMUNITY	2013 Wiltshire Challenge
29				2013 Wiltshire Challenge
30				2013 Wiltshire Challenge
31				2013 Wiltshire Challenge

Special Events Diary 2013

Economy By Community Health, sports and Leisure For Communities

	EVENT	LOCATION	ORGANISER
AUGUST			
	Fun in the Sun		RT
	Star Track: Athletics	Marlborough, Salisbury	RT
	Basketball camps	Trow, Marlborough, Chippenham	RT
	2013 Wiltshire Challenge	County Wide	RT
	Wiltshire Walking Festival		RT
	County Disability Sports Event		RT
	South Special Needs Olympics		RT
	Get fit for summer promotion		RT
	Free Swimming		RT
1	Fieldview festival	Little Somerford	COMMUNITY
2	Fieldview festival	Little Somerford	COMMUNITY
3	Fieldview festival	Little Somerford	COMMUNITY
4	Fieldview festival	Little Somerford	COMMUNITY
5			
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11	Cotswold Triathlon		COMMUNITY
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23			
24	Chippenham River Festival	Chippenham	COMMUNITY
25	Pewsey Half Marathon	Pewsey	COMMUNITY
Bank Holiday 26	Cricklade Show	Cicklade	COMMUNITY
27			
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Special Events Diary 2013

Economy	By Community	Health, sports and Leisure	For Communities
	EVENT	LOCATION	ORGANISER
SEPTEMBER			
	Membership referral campaign	County Wide	RT
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7	Carnival Country fayre	Trowbridge park	COMMUNITY
8	Emergency Services Day	Hulavington	Partners
8	Wiltshire Big Weel Cycle ride		COMMUNITY
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Special Events Diary 2013

Economy	By Community	Health, sports and Leisure	For Communities
	EVENT	LOCATION	ORGANISER
OCTOBER			
	Kick it out Football tournament		RT
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18	Trowbridge Arts festival		COMMUNITY
19	Trowbridge Arts festival		COMMUNITY
20	Trowbridge Arts festival		COMMUNITY
21	Trowbridge Arts festival		COMMUNITY
22	Trowbridge Arts festival		COMMUNITY
23	Trowbridge Arts festival		COMMUNITY
24	Trowbridge Arts festival		COMMUNITY
25	Trowbridge Arts festival		COMMUNITY
26	Trowbridge Arts festival		COMMUNITY
27	Trowbridge Arts festival		COMMUNITY
28	Trowbridge Arts festival		COMMUNITY
29	Trowbridge Arts festival		COMMUNITY
30	Trowbridge Arts festival		COMMUNITY
31	Trowbridge Arts festival		COMMUNITY

Special Events Diary 2013

Economy	By Community	Health, sports and Leisure	For Communities
	EVENT	LOCATION	ORGANISER
NOVEMBER			
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30	Christmas Fayre and light switch on	Trowbridge	COMMUNITY

Special Events Diary 2013

Economy		By Community	Health, sports and Leisure	For Communities
	EVENT	LOCATION	ORGANISER	
December				
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14	Victorian Fayre	Chippenham	COMMUNITY	
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Christmas Day	25			
Boxing Day	26			
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Special Events Diary 2013

	EVENT	LOCATION	ORGANISER	
JANUARY				
New Years Day	1			
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	26	Avon Valley Runners Junior 2k	Southwick Country Park	Sean Price
	27	Slaughterford 9 multi terrain race	Around Slaughterford	Chippenham Harriers
	28			
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FEBRUARY				
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	10	Wiltshire 10	KG V Melksham	Stampede Sports
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	22			
	23	Avon Valley Runners Junior 2k	Southwick Country Park	Sean Price
	24			
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	27			
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MARCH			
1			
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3	10K Challenger Run	Southwick Country Park	Bex Pawley
3	Marlborough Communities Market	Marlborough High Street	Eleanor Preston-Gill
4			
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7			
8			
9	City Race Salisbury		Sarum Orienteering
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17	Lionheart Cyclosporive	Longleat	Emma Slevin
18			
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Good Friday			
30	Avon Valley Runners Junior 2k	Southwick Country Park	Sean Price
31			
APRIL			
Easter Monday	1		
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MAY			
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4	Cherish Chippenham	High Street Chippenham	Ben Gregory / Melody Thompson
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Bank Holiday	6		
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25	Tour of Wessex, cycling event	Longbridge Deverill / Mere	Nicholas Bourne Pendragon Sports
25			
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Bank Holiday	27		
Bank Holiday	27		
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JUNE			
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8	Play & Sports Festival	Trowbridge Park	Hayley Bell Trowbridge Town Council
9			
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15	Salisbury Orienteering Race		Mark White
16	Cotswold Triathlon		Graeme Hardie Events113
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28	B on A Arts Festival till 7 July		Ritka Carr
28			
29			
29	Warminster Wobble	Warminster Town Park	Colin French 01985 846410
30			

JULY			
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7	B on A Arts Festival		Ritka Carr
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13	Dragon Boat Race	Monkton Park, Chippenham	Graham Stow
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AUGUST			
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11	Cotswold Triathlon		Graeme Hardie Events113
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24	Chippenham River Festival		
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26	Bank Holiday		
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SEPTEMBER			
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OCTOBER			
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NOVEMBER			
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9	Festival of Remembrance	Trowbridge Park	Martin Clarridge
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DECEMBER			
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Christmas Day	25		
Boxing Day	26		
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Wiltshire Council

Cabinet

19 March 2013

Subject: Wiltshire's Joint Strategic Assessment 2012/13

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

Key Decision: No

Executive Summary

To update the Cabinet on the production of Wiltshire's Joint Strategic Assessment and the strategic issues which have been recommended based on evidence and information

Documents included:

- The main report is available to download here <http://www.intelligencenetwork.org.uk/joint-strategic-assessment/>
- A hard copy of the report will also be provided with Cabinet papers

Proposal

The Cabinet note the production and publication of the Joint Strategic Assessment 2012-13 report and supporting documents and endorse its use in commissioning and strategy.

Reason for Proposal

The JSA programme is the mechanism of understanding our local population through the assessment of evidence and intelligence.

Our strategies and plans need to be evidenced based, our evidence base is the JSA programme. This JSA provides this evidence base for all thematic partnerships in Wiltshire

Maggie Rae
Corporate Director

Wiltshire Council

Cabinet

19 March 2013

Subject: Wiltshire's Joint Strategic Assessment 2012/13

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

Key Decision: No

1. Purpose of Report

The purpose of this paper is to update the committee on the production of Wiltshire's Joint Strategic Assessment 2012/13. The JSA programme is the mechanism of understanding our local population through the assessment of intelligence and information and is commissioned by the Wiltshire Public Services Board.

2. Background

The first JSA for Wiltshire was published in 2010 and was an innovative programme which gained national recognition. In early 2012, the Public Services Board commissioned a refresh of the 2010 assessment and this was published as the JSA for Wiltshire 2012-13 and is available from the Wiltshire Intelligence Network.

The overall Joint Strategic Assessment for Wiltshire contains a summary of the main issues for Wiltshire across a range of themes. It is a needs assessment of strategic issues and priorities for Wiltshire for the next three years, and represents a 'single version of the truth' for the county. The JSA is a milestone in our journey to establish a full and agreed understanding of the needs of the local population. In addition to the overall JSA individual thematic chapters support the overall document providing detailed analysis of these issues and many more.

3. Introduction

This JSA 2012/13 provides a summary of the current needs of people in Wiltshire. It has been developed with a clear ambition to further improve the scope and quality of our data, centred on transforming data into knowledge and knowledge into wisdom to provide a comprehensive picture of local needs.

This JSA has emerged as the assessment tool on which all commissioning decisions for the county are based. As such, it covers

- Background information about Wiltshire – including population and deprivation
- Health and wellbeing
- Economy

- Children and young people
- Community safety
- Housing
- Transport
- Environment
- Resilient communities
- Leisure
- Culture

The role of this JSA includes providing knowledge about Wiltshire for Wiltshire Council and other partners to enable evidenced based organisational planning, and timely commissioning decisions to build resilient communities for Wiltshire.

This year's work has been made possible through further consolidating and expanding a strong partnership of collaborative working between local partners, including Wiltshire Police and Wiltshire Fire and Rescue Service.

4. Main Considerations for the Council

Main changes for the 2012/13 report

Since the JSA Wiltshire 2010 the programme has continued to develop. Last year JSAs for each of our twenty community areas were published and presented to community events. Several partnerships have produced detailed assessments which support the overall JSA for Wiltshire, these include JSA for Crime and Policing, and the State of the Environment report. JSAs for the three clinical commissioning groups.

Based on feedback from the first JSA for Wiltshire which was published in 2010, two new chapters have been included which are leisure and culture and includes information on arts, libraries, culture and leisure issues in Wiltshire.

The report also contains a What's Changed section for each relevant chapter, which captures the improvements and actions taken since the first JSA

Qualitative information from local surveys, including the recent What Matters to you survey is also included

Key issues in 2012/13

Each chapter of the JSA Wiltshire has identified up to five issues and the reasons these issues are important. These are summarised in the issues matrix (page 7).

Health and wellbeing	Complex / vulnerable families	Drugs and alcohol	Long term conditions	Mental health	Long term social care / care home placements
Economy	Economic climate affecting business start-up and survival rates	Youth unemployment and percentage of NEET	Infrastructure development	Access to funding	
Children and young people	Prevention and early intervention	Raising aspirations and narrowing the gaps	Promoting healthy lifestyles		
Housing	Delivery of affordable housing	Prevention of homelessness	Rural housing	Making best use of existing stock	Impact of Welfare Reform
Environment	Water	Impact of people on the environment	Climate change adaptation and mitigation	Wildlife	Health and wellbeing
Community safety	Violent crime	Working with partners	High risk people		
Transport	Facilitating economic and development growth	Reducing transport's carbon emissions	Improving road safety	Providing access to essential services	Enhancing people's quality of life
Resilient communities	Developing a strong and vibrant voluntary and community sector	Addressing inequalities and promoting inclusion	Promoting local involvement in decision making		
Leisure	Increasing levels of participation	Volunteering	Improving health of children and young people	Maintaining and improving the range and quality of formal outdoor recreation	Improving health and wellbeing of residents
Culture	Broadening participation in cultural activities	Strengthening and protecting the heritage and cultural asset base	Increasing satisfaction with the cultural offer	Supporting the growth of the creative economy	
Wiltshire Core Strategy	Housing delivery	Economic development	Service provision and transportation	Natural and built environment	Climate change, flooding and resource management

Improving outcomes

This JSA is an example of joint working and using evidence based assessment to develop and commission services for local communities and people.

Since the publication of the first JSA for Wiltshire, there have been improvements in a range of issues and outcomes highlighted within previous assessments, these are summarised in the What's Changed section of each chapter. An example taken from each chapter is shown below:-

- ✓ Premature mortality from cardiovascular disease has halved in the past decade to around 290 deaths a year in Wiltshire.
- ✓ In 2011-12 the Wiltshire Investment Service supported 768 businesses, resulting in the creation of 766 jobs and safeguarding an additional existing 2,813 jobs
- ✓ Key stage 2 results for primary school children have improved
- ✓ Between 2010 and 2011 there has been a 22% reduction in violent crime which means that Wiltshire ranks 9th best out of the 39 Police force areas for violent crime
- ✓ Wiltshire continues to deliver a high number of affordable houses, including 31 new council homes in Salisbury and Trowbridge
- ✓ A total of 71 walking schemes and 12 cycling schemes were implemented by Wiltshire Council during the two year period from April 2010 to March 2012
- ✓ In 2011-12 the roll out of waste service changes began which will reduce residue waste sent to landfill and increase recycling rates.
- ✓ The launch of the Armed Forces Community Covenant in 2011 with the aim of encouraging local communities to support the Service community in their area

5. Environmental and climate change considerations

As the JSA for Wiltshire covers all thematic partnerships including environment there are clear linkages with existing environmental programmes in Wiltshire. For example, the prevention section of the JSA for health and wellbeing has clear linkages with the existing environmental programme. Health improvement activities such as walking and cycling will have positive impacts on individuals health as well as environmental benefits, for example reducing air pollution through less car use. There are also other links, for example by reducing fuel poverty and increasing access to nature, there will be positive environmental and health benefits. The Council and its partners have recognised the links between health and the environment and will continue to work in partnership to improve health and environmental outcomes for the local population.

6. Equalities Impact of the Proposal

Equality and diversity issues were considered within the Joint Strategic Assessment programme. JSA assessments are in the public domain and the community events are public meetings.

7. Risk Assessment

The JSA programme is dependent on accurate intelligence and the publication is dependent upon the involvement of all thematic delivery partnerships. There are no known current risks associated with this programme.

8. Financial Implications

The JSA programme is delivered within the current financial position. There are no known financial implications.

9. Legal Implications

Section 116 of the Local Government and Public Involvement in Health Act 2007, as amended by the Health and Social Care Act 2012, places a statutory obligation on the Council, in cooperation with its partners, to prepare an assessment of relevant needs within the Council's area. The Joint Strategic Assessment meets this obligation.

10. Options Considered

The JSA programme is commissioned by Wiltshire Public Services Board and Wiltshire Council remains committed to using evidence and intelligence to help shape plans, services and strategies. The timely refresh of this JSA is required to meet this commitment and is part of the overall JSA programme

11. Conclusions

The Cabinet is asked to note the production of the this report and supporting documents and endorse its use in planning, commissioning and strategy cycles.

Maggie Rae
Corporate Director
Wiltshire Council

Report Author:
Aimee Stimpson
Associate Director of Public Health
Wiltshire Public Health
March 2013

Background Papers

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

Appendices

None

Wiltshire Council

Cabinet

19 March 2013

Subject: **Police and Crime Plan**

Cabinet member: **Councillor Jane Scott, Leader of the Council**

Key Decision: **No**

Purpose of Report

1. Cabinet is asked to consider and comment on the attached Wiltshire Police and Crime Plan (Appendix 1).

Background

2. The Police and Reform Social Responsibility Act 2011 brought about significant changes to the way the Police are governed in England and Wales. This included the introduction of Police and Crime Commissioners (PCC) in each Police force area.
3. As members will be aware, Mr Angus Macpherson was elected on 15 November 2012 as the Police and Crime Commissioner for the Wiltshire Police force area.
4. The Act placed a duty on PCCs to issue a Police and Crime Plan and keep it under review. A Police and Crime Plan should determine, direct and communicate the PCC's priorities during their period in office. The Plan must specifically include the following matters:
 - the PCC's police and crime objectives for the area;
 - the policing of the police area which the chief officer of police is to provide;
 - the financial and other resources which the PCC is to provide to the chief officer of police;
 - the means by which the chief officer of police will report to the PCC on the chief officer's provision of policing;
 - the means by which the chief officer of police's performance in providing policing will be measured; and
 - the crime and disorder reduction grants which the PCC is to make and the conditions (if any) of those grants.

5. The Police and Crime Panel reviewed the Police and Crime Plan at its extraordinary meeting held on 1 March 2013 convened for that purpose. The Panel has expressed a number of concerns over the Plan and made a number of specific recommendations. The report of the Panel is attached at Appendix 2.
6. Chief officers of police and local unitary, county and district authorities have a duty to co-operate with the PCC for the purpose of formulating police and crime plans. In turn, the PCC also has a duty to co-operate with local authorities in formulating and implementing crime and disorder strategies and have regard to the relevant priorities of each local authority.
7. The closing date for views on the Plan is 10 March. However, it is hoped that the PCC will delay publication of his Plan to allow for the views of this Cabinet and therefore the Council to be taken into account.
8. The views of Cabinet are therefore sought on the Police and Crime Plan for Wiltshire as attached. The Council's draft response to the Plan is attached at Appendix 3 for Cabinet's consideration.

Dr Carlton Brand
Corporate Director

Report author:
Yamina Rhouati, Democratic Governance Manager

Background Papers

Unpublished documents relied upon to a material extent in preparing this report:

None

Appendices

Appendix 1 – Wiltshire Police and Crime Plan
Appendix 2 – Report of the Police and Crime Panel dated 1 March 2013
Appendix 3 – Draft Council response

Executive Summary:
Police and Crime Plan
Wiltshire and Swindon

2013 - 2017



partnership, pro-activity, prevention

Welcome to the first ever Police and Crime Plan for Wiltshire and Swindon



In my Police and Crime Plan, I will set out the broad direction in which I intend to take policing and crime over the next four years, illustrate how I see services operating in the future and detail a number of key initiatives I will be sponsoring during my term in office and setting in motion by the end of March 2014.

My job as commissioner is to understand the needs of the public in relation to crime and disorder and to commission services to address these needs for a specific price, to a specific standard and with measurable outcomes. My role is also to set objectives, define outcomes, provide funds from the budget and monitor the performance of

all providers on **your** behalf as members of the public.

This executive summary serves to give you a 'snap shot' of what my plan contains.

My philosophy behind my Police and Crime Plan:

- To put communities themselves in the driving seat in determining the best way to support their policing and crime aspirations
- To encourage and foster greater levels of volunteering in the policing and crime arena
- To place much greater emphasis upon early intervention and prevention of crime rather than merely relying upon sanction and detection after the event
- To work with partners and communities to commission services that will make a positive and enduring impact upon levels of crime and disorder
- To ensure that, where crime and disorder occurs, the perpetrators receive swift,

sure and appropriate justice wherever possible, providing reparation to the community or individual harmed and, just as importantly, are supported to break their pattern of offending into the future.

My plan focuses on **six** overarching priorities and I intend to achieve every single one of them by working closely with communities and partner agencies. These priorities are captured in three overarching themes: **partnership, pro-activity and prevention.**

My six priorities are:

Working with communities and partners to:

Reduce crime and anti-social behaviour

Protect the most vulnerable in society

Put victims and witnesses first

Reduce offending and re-offending

Drive up standards of customer service

Ensure unfailing and timely response to calls for assistance

Angus Macpherson
Police and Crime Commissioner
for Wiltshire and Swindon



Working with communities to reduce crime and anti-social behaviour

Communities regularly tell me that they really value their neighbourhood policing teams but get frustrated both by frequent changes in personnel and, on some occasions, a lack of co-ordination with the efforts of other agencies.

My vision of the future is one where community policing resources become an integral part of broader community problem-solving and support teams (Safer Community Teams), working with communities to address the issues that most affect them.

My objectives:

1. To see all Community Area Boards and Localities adopting an 'Asset Based Community Development' approach and playing a significant role in enhancing community safety within their areas through initiatives such as Neighbourhood Watch, Street Watch, Community Speed Watch and Neighbourhood Justice Panels
2. To see public agencies work much more cohesively so that members of the public can obtain help in finding solutions to their issues without having to contact different agencies separately
3. To see community restorative justice solutions become the norm in all appropriate cases throughout the county
4. To see Neighbourhood Watch re-invigorated and become a fundamental part of intelligence gathering and crime prevention in at least 80% of Wiltshire and Swindon communities
5. To achieve community safety volunteering levels equivalent to 1% of the Wiltshire and Swindon population regularly taking part in Neighbourhood Watch, Street Watch, Community Speed Watch and other such Watch schemes
6. To have a minimum of 300 active special constables across Wiltshire and Swindon, each attached to a local community and contributing an average of at least 16 hours per month
7. To consistently achieve over 95% of people feeling safe in their communities during the day and over 85% feeling safe in their communities at night
8. To reduce the percentage of people thinking that young people hanging around is a key issue to less than 10%
9. To see the harm caused by organised crime groups operating in the county reduce by at least 25% compared to its 2012 level
10. To see the number of crimes reported to Wiltshire Police reduce to less than 32,000 per annum
11. To see the percentage of people saying that they have experienced anti-social behaviour in the previous 12 month period to reduce to less than 20%.





Protecting the most vulnerable in society

One of the hallmarks of a civilised society is that it protects the vulnerable within its midst.

There are many in society who could be deemed vulnerable and their numbers will inevitably grow as people live longer and as increased financial strain resulting from the state of the global economy takes its toll.

My objectives:

1. To see the creation of a directory of services so that people who feel vulnerable know where they can access support
2. To raise the awareness of vulnerability within the county so that communities and partner agencies have the information and confidence needed to identify those who are vulnerable and offer appropriate support
3. To reduce the likelihood of people's needs falling down the gaps between different agencies' provision by encouraging greater partnership working and information sharing
4. To encourage communities and public agencies to be proactive in recognising and supporting people's vulnerabilities
5. To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities
6. To enable vulnerable people and their advocates to be more involved in shaping and agreeing the support they receive and any sanctions that are handed out to the perpetrators of offences against them
7. To help those who are vulnerable to offending and reoffending receive the support they need to break that cycle.





Putting victims and witnesses first

In my election manifesto I made a key commitment to putting victims and witnesses at the heart of the criminal justice system and I am very grateful for the support of Victim Support and other community and voluntary sector agencies in Wiltshire in helping me shape my plans.

My objectives:

1. To give victims a clearer picture of how to access the criminal justice system and the types of support available at different stages
2. To involve victims much more in designing the services put in place to support them and make sure that these services are available to all those who need them
3. To keep victims and witnesses much better informed throughout the whole process from initial incident or crime to final resolution or sentence
4. To make criminal justice processes shorter, thereby reducing the amount of time victims'

and witnesses' lives are put on hold

5. To place a much greater focus upon resolution of the underlying issues
6. To make the process of giving evidence in court much more victim and witness-focused.



Reducing offending and re-offending

There were 36,046 crimes recorded in Wiltshire and Swindon between 1 April 2011 and 31 March 2012, all with a victim - and approximately 30% with an identified offender. I am delighted to say that these crime figures are reducing each year and that this county remains one of the safest in the country. However my aim and that of my partners is to reduce these figures further.

My objectives in this area of business are:

1. To place a much greater emphasis upon appropriate victim focused restorative justice outcomes with offenders making reparation to the communities and individuals harmed in at least 50% of detected crimes
2. To see the harm caused by organised crime groups and dangerous drugs networks



operating in the county reduce by at least 25% compared to its 2012 level

3. To work with our local authorities to encourage responsible licensed premises and take a firm approach to licensed premises that abuse their position of social responsibility
4. To reduce our current 54% reoffending rate by commissioning rehabilitative support and opportunities to help offenders break their cycle of offending and offer them real alternatives
5. Building upon the work currently done by the local authorities with troubled families.





Driving up standards of customer service

Policing and crime prevention can only be successful with the co-operation and support of the public. Not only do I want the co-operation and support of the public, but I want to encourage communities' **active** engagement as well.

If communities are to feel engaged and keen to support policing, they need to find every interaction they have with the police or one of our criminal justice partners both professional and customer-focused. Many commercial organisations pride themselves on going beyond expectations and achieving almost flawless levels of customer service. In my opinion, the police and other criminal justice partners should be no different. And when we get it wrong, we should be quick to apologise and put things right.

My objectives:

1. For Wiltshire Police to consistently achieve its call performance targets for non-emergency as well as emergency calls, with particular emphasis upon the Crime Recording and Incident Bureau arena, where delays are currently most common
2. For Wiltshire Police to receive fewer complaints, especially for incivility; for the Force's performance in this respect to be in the top quartile for the country and for mediation and local resolution to be the default remedy within the police complaints system
3. For customer satisfaction levels to increase to 95% saying that they rated the service they received as 'good', 'very good' or 'excellent'.
4. For common sense to over-ride procedural correctness in cases where the Force has clearly made a mistake and needs to apologise at the outset
5. For transactional processes to be improved and, wherever possible, automated so that delays and processing times can be greatly reduced, thereby allowing target service levels to be achieved in 99% of cases
6. For the criminal justice process to be streamlined, so that the average length of time between offence and sentence or sanction is dramatically reduced when compared to their current levels
7. For initial data quality to be correct first time in at least 99% of cases.





Ensuring unfailing and timely response to calls for assistance

This is probably the area that members of the public most associate with policing: the fast and assured response to a call for assistance. Whether it is in initial response, resource dispatch or attendance, Wiltshire Police consistently exceeds its performance targets, answering a 999 call in less than 10 seconds and arriving at the scene within 15 minutes in urban areas and 20 minutes within more rural ones.

In my manifesto I made a commitment to maintain front line officer strength. The public can therefore rest assured that Wiltshire Police will receive the resources it needs to maintain this consistently high level of performance.

At the same time we cannot overlook Wiltshire Police's responsibilities as part of wider UK policing and as part of the government's national and strategic policing requirements. In some cases however the best way to fulfil these obligations is through shared or collaborative ventures with other police forces.

Examples of where Wiltshire Police have taken this approach

(i.e. Zephyr) has provided significant additional resilience, allowing Wiltshire to cope much better with a number of major incidents at the same time, as well as providing additional capacity for 'cold case' reviews.

Victim Support's corporate strategy is based upon 'providing services that will meet local need but draw upon national strength.' This will also be my approach in Wiltshire. Service delivery will always be local but, where it is either more efficient or resilient to organise it on shared or collaborative lines, this is what I will commission.

My objectives for this area of activity are very simple. They are:

1. To ensure that Wiltshire Police consistently meets its target response times
2. To ensure that Wiltshire can meet its national and strategic policing requirement commitments
3. To ensure that Wiltshire has the capacity and capability, either on an individual or shared basis, to deal with both major crime incidents and the threats posed by serious and organised crime.



Public Support Units can be called on to help police large demonstrations or events across the country





Unlocking the resources to deliver

The precarious state of the global economy and burgeoning levels of debt in Western economies have forced the government to introduce significant austerity measures, both for individuals and public sector agencies. This has led to significant pressures across the range of services I will be commissioning, be this through reduced levels of donations to charitable organisations or grant reductions for public agencies.

Wiltshire Police, for example, has had to make budget reductions of £8 million over the last two years and will need to make further budget reductions of approximately £13 million between now and 31 March 2016.

Despite all of this, crime has reduced and people are feeling safer. Rather than feeling despondent about the funding reductions ahead therefore, I relish the challenge and have no doubt that we can continue to deliver better outcomes with fewer resources. However, I need the active support and engagement of you, our communities, to help me do this.

In line with my election pledge, I can confirm that there will be no police council tax increase in 2013-14. That's just 43 pence a day per Band D property or 15 pence a day for each man, woman or child in the county. With this being the lowest police council tax in the South West region, I hope that you will agree that this represents fantastic value for money.



Wiltshire has the lowest police council tax in the South West region

Give me your views on the draft Police and Crime Plan

You can visit my website – www.wiltshire-pcc.gov.uk - to read the draft plan in full and give me your feedback. I would really like to hear your views and pledge to read every comment that is made.

Following consideration of feedback, my final Police and Crime Plan is due to be published on Thursday 28 March.



Wiltshire and Swindon

Police and Crime Plan

2013 - 2017



partnership, pro-activity, prevention

Acknowledgments

The creation of my first Police and Crime Plan for Wiltshire and Swindon has been a truly collaborative effort and I would like to express my sincere thanks to the following in helping me to put it together:

- ▶ the more than a hundred people who came to one of my community and voluntary sector workshops in January and February to discuss the plan's key themes and put forward their ideas for new initiatives and action
- ▶ Wiltshire and Swindon's Community Area and Locality Boards, who engaged in such productive dialogue
- ▶ my local authority, health, housing, police and criminal justice partners, whose Joint Strategic Assessments have been so pivotal in forming the foundations for this plan
- ▶ Victim Support for keeping my eyes firmly focused on those whom the criminal justice system is there to support, as well as for facilitating my series of community and voluntary sector workshops
- ▶ the Chief Constable of Wiltshire Police for contributing to and signing up to my ambitious change agenda
- ▶ Matthew Bennion-Pedley, who took my manifesto and thoughts and translated them into the words and initiatives of this Police and Crime Plan and
- ▶ Natalie Hobman, who transformed the text into the visually striking document it is now.

Working with communities and partners to:

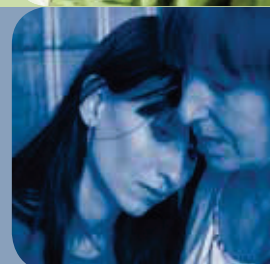
Reduce crime and anti-social behaviour



Protect the most vulnerable in society



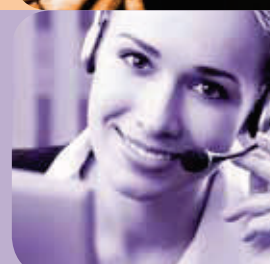
Put victims and witnesses first



Reduce offending and re-offending



Drive up standards of customer service



Ensure unfailing and timely response to calls for assistance



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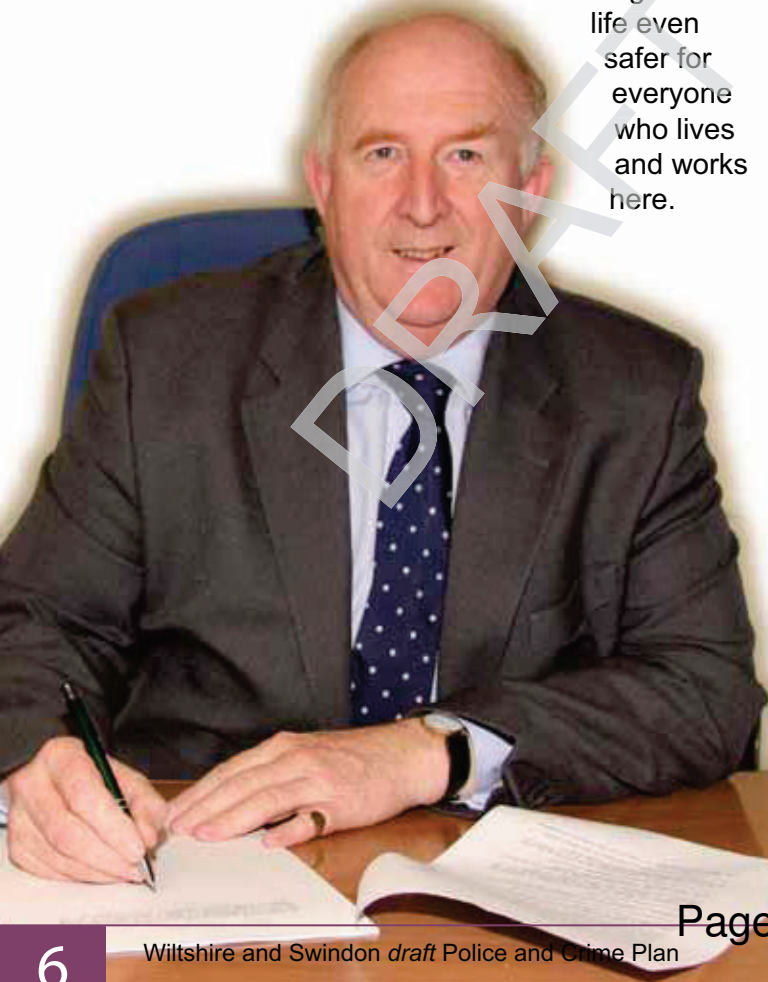
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Welcome

Welcome to the first ever Police and Crime Plan for Wiltshire and Swindon. As your newly elected Police and Crime Commissioner (Commissioner or PCC), I have the honour of representing the diverse communities of this beautiful and dynamic county.

You will probably already know that Wiltshire and Swindon are amongst the safest places in the country and my thanks go to you, our communities, our partner agencies, our police force and my predecessor police authority for making it so. It is my job as PCC not only to ensure that we remain as one of the safest counties but also to work with you in commissioning services to help make

communities stronger and life even safer for everyone who lives and works here.



The Queen's Diamond Jubilee visit to Salisbury

You will see from page three that I have six overarching priorities for my term of office and that I intend to achieve every single one of them by working closely with communities and partner agencies. These priorities are captured in three overarching themes: partnership, pro-activity and prevention.

Last summer was predicted to be one of the most challenging ever witnessed by Wiltshire Police as the county partied its way from one major event to another: Swindon Town Football Club's promotion to League one, the Queen's Diamond Jubilee, the Olympic Torch Relay, the Olympics



Summer Solstice at Stonehenge



themselves and the plethora of festivals hosted in the county each year. And yet we had less disorder and fewer arrests in the county than in previous years. Now obviously I pay tribute to the county's police force for the sensitive way in which it policed all these events, but the major reason for such a quiet summer in policing terms was our wonderful community spirit. Communities organising events themselves creating an optimism and a sense of belonging that to a large extent maintained its own law and order. Sir

Robert Peel, founder of the British policing system, famously said in 1829: "The public are the police and the police are the public". That statement is as true today as it was when he said it. Without public support policing just does not work in a democratic society. What this plan is therefore all about is leveraging your support and your commitment to making



Wiltshire and Swindon an even safer place and ensuring that I commission the types of services from the police force, partner agencies and the voluntary and community sector that help us do so.

In this plan I will set out the broad direction in which I intend to take policing and crime over



the next four years, illustrate how I see services operating in the future and detail a number of key initiatives I will be sponsoring during my term in office and setting in motion by the end of March 2014.

Overall though, I am looking to engage as many people as possible in a debate so that future plans will be shaped as much by you as they are by me. I invite you all to join me on this exciting journey.

Angus Macpherson
Police and Crime Commissioner
for Wiltshire and Swindon

Onlookers celebrate the arrival of the Olympic Torch in Chippenham



At a glance

Priority	Broad objectives	Key initiatives
Reducing crime and anti-social behaviour	<ul style="list-style-type: none"> ■ Communities playing a pivotal role in policing and crime issues through greater levels of ownership and volunteering ■ Focus to be on partnership, pro-activity and prevention ■ Appropriate community and victim-focused restorative justice outcomes to become the norm for less serious offences ■ A 10 per cent reduction in the absolute number of crimes and anti-social behaviour incidents ■ At least 95 per cent of the population reporting that they feel safe during the day and at least 85 per cent at night 	<ol style="list-style-type: none"> 1. Office of the Police and Crime Commissioner (OPCC) attendance at all Wiltshire Community Area Boards and Swindon Localities at least twice a year 2. Progressive community ownership of police and crime-related community budgets 3. Royal Society of Arts engagement with local authority partners on community building 4. Multi-agency redesign of services to tackle anti-social behaviour and creation of Safer Community Teams 5. Appropriate community and victim-focused restorative justice outcomes to be used in at least half of detected offences 6. Neighbourhood, Farm and other community 'watch' schemes to become fundamental to intelligence gathering and crime prevention in at least 80% of communities 7. Expansion of community and rural policing Special Constable numbers and launch of Police Cadet scheme 8. Every household to be visited by its Safer Community Team at least once every 18 months 9. Expansion of regional protective services capability through greater sharing of specialist resources
Protecting the most vulnerable in society	<ul style="list-style-type: none"> ■ To raise awareness of vulnerability within communities ■ To improve information on support services available to vulnerable people ■ Focus to be on partnership, pro-activity and prevention, ensuring that cases do not fall between gaps in provision ■ Reducing likelihood of harm by tackling the most serious causes of harm ■ Vulnerable people and their advocates to be more involved in shaping their support 	<ol style="list-style-type: none"> 1. Extension of 'Good Neighbour' and 'Safe Place' schemes 2. Joint commissioning with partners of comprehensive 'Services / Support Directory' for vulnerable people 3. Introduction of Wiltshire Police Customer Relationship Management system 4. Feasibility study into multi-agency 101 as well as 999 service 5. Intelligence-led patrolling to be the norm and focused towards vulnerable people and places 6. Creation of multi-agency public protection teams 7. Cross-fertilisation of current successful Wiltshire and Swindon initiatives such as Anti-Social Behaviour Risk Assessment Conferences and Advocacy Schemes

Priority	Broad objectives	Key initiatives
Putting victims and witnesses first	<ul style="list-style-type: none"> ■ To give victims a clearer picture of how to access the criminal justice system ■ To involve victims much more in designing services around their needs ■ To keep victims and witnesses much better informed throughout the criminal justice process ■ To make criminal justice processes shorter and more victim and witness-focused ■ To empower victims through the use of restorative justice ■ To offer victims and witnesses greater levels of support 	<ol style="list-style-type: none"> 1. Creation of a 'Victim Pathway' tool 2. Establishment of a quarterly Victim Forum and Victim Panels to help shape future service delivery 3. Publication of minimum standards of information to be provided to victims and witnesses 4. Promotion of the government's 'Swift and Sure Justice' reforms in respect of minimising delays and enabling victims and witnesses to give evidence via video links 5. Giving victims the option of restorative justice where appropriate and wanted 6. Commissioning of additional independent victim-focused services
Reducing offending and re-offending	<ul style="list-style-type: none"> ■ Early intervention with troubled families and education in schools ■ Effective safeguarding through the criminal justice system for the minority who need this approach but much more re-education and rehabilitation for the majority who do not ■ To place a greater emphasis upon restorative justice outcomes ■ To reduce the harm caused by organised crime groups and dangerous drugs networks by 25 per cent ■ To reduce the harm caused by irresponsible licensed premises ■ To offer real alternatives to offenders who want to break their cycle of re-offending 	<ol style="list-style-type: none"> 1. Promote and seek to commission multi-agency early intervention with troubled families 2. Promotion of school-related life education initiatives and youth offending preventative services 3. Extension of the current Integrated Offender Management SWITCH programme to all eligible offence types 4. Expansion of the Neighbourhood Justice Panel initiative throughout Wiltshire and Swindon 5. Expansion of regional protective services capability through greater sharing of specialist resources 6. Joint approach with local authorities to encourage responsible licensed premises coupled with a firmer crackdown on irresponsible ones 7. Promotion of prison gate advocacy schemes 8. Promotion of the government's criminal justice reforms incorporating Criminal Behaviour Orders, Crime Prevention Injunctions, Community Protection Orders and Community Triggers 9. Commissioning of more rehabilitation and treatment services such as Hampshire's domestic violence re-education programme

At a glance

Priority	Broad objectives	Key initiatives
Driving up standards of customer service	<ul style="list-style-type: none"> ■ Consistent achievement of telephone call answering service standards ■ Top quartile performance for customer complaints ■ Ninety five per cent of customers rating commissioned services as 'good', 'very good' or 'excellent' ■ Streamlined and faster criminal justice and transactional services ■ Data quality to be right first time in at least 99 per cent of cases 	<ol style="list-style-type: none"> 1. Systems Thinking reviews of all customer-facing services 2. Creation of Customer and Victims' Charters 3. Introduction of Wiltshire Police Customer Relationship Management system 4. Investment in online and other digital communication channels 5. Opportunity for customers to complete electronic customer feedback surveys to become routine after each interaction 6. Promotion of the government's criminal justice reforms in respect of streamlining processes and making them more victim and witness friendly
Ensuring unfailing and timely response to calls for assistance	<ul style="list-style-type: none"> ■ Consistent achievement of target response times ■ Ability to meet national and strategic policing requirements ■ Maintenance of necessary major and serious and organised crime capacity and capability 	<ol style="list-style-type: none"> 1. Commissioning of next generation mobile information and resource mapping solution to maximise productivity and time out of station for frontline officers 2. Expansion of regional protective services capability through greater sharing of specialist resources including formation of regional specialist operations unit

Priority	Broad objectives	Key initiatives
Unlocking the resources to deliver	<ul style="list-style-type: none"> ■ Elimination of process waste and duplication ■ Greater investment in preventative services ■ Move to more cost-effective service channels, often online ■ Stimulating communities to help themselves more by encouraging volunteering and pump-priming appropriate initiatives ■ At least 95 per cent police officer visibility / time out of station, greater single working and more time on foot to maximise engagement with the public 	<ol style="list-style-type: none"> 1. Multi-Agency Systems Thinking reviews of complete service offerings to eliminate waste and duplication 2. Expansion of eCommerce digital channels 3. Evidence-based policing to become the norm 4. Consolidation of Wiltshire Police change programme with those of our two local authorities 5. Consolidation of appropriate support functions with our two local authority partners, e.g. Business Strategy & Improvement, ICT, HR and Finance 6. Commitment to Wiltshire Council campus and Swindon locality programme to rationalise estate 7. Investment in next generation of mobile information capability 8. Reduction in criminal justice file-building capacity to mirror shift towards community restorative justice and rehabilitation services 9. Creation of a one-off £1 million innovation fund to pump-prime community and voluntary sector crime reduction and offender rehabilitation initiatives

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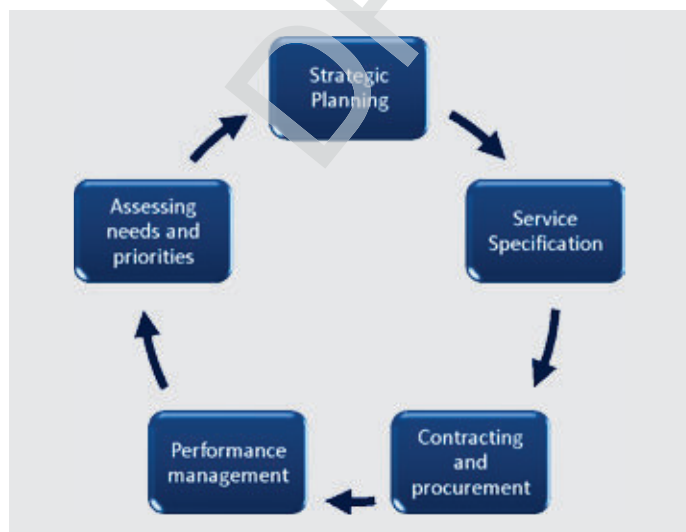
The contrasting roles of Police and Crime Commissioner and Chief Constable

The role of Police and Crime Commissioner (the Commissioner) is a new one, created by the Police Reform and Social Responsibility Act 2011. The role replaces the previous system of police authorities.

Some of the responsibilities formerly held by Wiltshire Police Authority have passed to me as Commissioner. For example ensuring the provision of an efficient and effective police force for Wiltshire and Swindon, but others are new.

The fundamental change is that this is a commissioning role, as illustrated by both my title and the diagram below. It isn't about delivering services directly. Most policing services will continue to be provided by the police force under the leadership of a Chief Constable. Local authority services will continue to be provided by those organisations or by others on their behalf.

My job as Commissioner is to understand the needs of the public in relation to crime and disorder and to commission services to address these needs for a specific price, to a specific standard and with measurable outcomes, as depicted in the diagram below.



Chief Constable Patrick Geenty (left) and Commissioner Angus Macpherson

I will be commissioning services from various sources, Wiltshire Police obviously being a key one. For some services though it may make more sense to commission them from other police forces, our two local authorities, the community and voluntary sector and, in some cases, the private sector.

My role is to set objectives, define outcomes, provide funds from the budget and monitor the performance of all providers on your behalf as members of the public.

Many Commissioners across the country are looking to establish significant teams to undertake this commissioning role. My intention is quite the reverse. My desire is to maintain as lean a commissioning office as possible, drawing upon analytical work undertaken by other agencies where it already exists, and working with established groups, such as Wiltshire Community Area Boards and Swindon Localities, to scope and specify the



subject to external scrutiny, retains operational independence. I am not permitted to tell him or her who to arrest, how to police a festival or how to provide armed response – and nor would I wish to. These are professional matters, which are informed by the Chief Constable's professional training under the guidance of the College of Policing.

When I was elected, Wiltshire Police had an Acting Chief Constable. Following a rigorous selection process, in which I was assisted by the leaders of our two local authorities and a representative from the community and voluntary sector, I have now appointed a substantive Chief Constable Patrick Geenty. His principal task is to provide excellent policing services to Wiltshire and Swindon, reflecting my agenda.

I am, however, responsible for setting the **style** of policing to be delivered. Taking community policing as an example, it is for me to determine, in

consultation with communities, whether policing resources should stand alone or be integrated with the resources of other public sector agencies.

I also have an important

scrutiny role. The Chief Constable initially handles complaints against the police force through his Professional Standards Department. However both I and the Independent Police Complaints Commission have an important secondary investigation and scrutiny role. As set out in the chapter on 'Driving up standards of customer service', I will be taking a close interest in how complaints are handled and I am appointing an independent person to progress this agenda on my behalf.

erson

types of services that will really make a difference. In addition I want to tap the creative potential of the broader community by encouraging groups to come forward and, where there are currently gaps, propose new services and share services where they can be provided more effectively. More information about how to do this can be found in the chapter 'Our future in our hands – come and get involved' and I encourage you to come forward with your new ideas.

The role of the Chief Constable is to deliver the services I commission from him or her. He or she is the professional policing expert and commands all the resources that provide 'warranted power' policing services within the county. He or she,



Commissioner Angus Macpherson pictured at Unity House in Chippenham talking to manager Ben Anderson and a resident. Unity House provides accommodation and support for homeless people with complex needs in Wiltshire.

Partnership, pro-activity and prevention - the importance of communities

In my 'Welcome' to this plan, I emphasised the importance of community spirit in maintaining such impressive levels of law and order during the busy summer of 2012.

My philosophy behind much of this plan is therefore to:

- Put communities themselves in the driving seat in determining the best way to support their policing and crime aspirations
- Encourage and foster greater levels of volunteering in the police and crime arena
- Place much greater emphasis upon pro-activity and prevention of crime rather than merely relying upon sanction and detection after the event
- Work with partners and communities to commission services that will make a positive and enduring impact upon levels of crime and disorder
- Ensure that, where crime and disorder occurs, the perpetrators receive swift, sure and appropriate justice, wherever possible providing reparation to the community or individual harmed and, just as importantly, are supported to break their pattern of offending into the future.

Strong community and partnership foundations

"There is something very special about Wiltshire and Swindon. In Wiltshire, for example, 109,200 people regularly volunteer, contributing on average three hours every week. In monetary terms, calculated at minimum wage levels, that equates to at least £79 million per annum of voluntary effort. Extrapolating that to Swindon as well, we have more volunteering effort across the county each year than the entire Wiltshire Police budget."

The importance of voluntary and community effort to our overall health and wellbeing is huge. Whether this is through people helping out with running sports clubs, supporting the vulnerable in our society, raising money for charities, working for Victim Support, being a Special Constable, being a retained firefighter or participating in community safety schemes like Neighbourhood Watch, Street Watch or Community Speed Watch. Examples of these significant contributions will burst out of the pages of this plan, especially in the sections on 'Reducing crime and anti-social behaviour', 'Protecting the most vulnerable in society', 'Putting victims and witnesses first' and 'Reducing offending and re-offending'. I cannot thank our volunteers enough for all that they do for us.

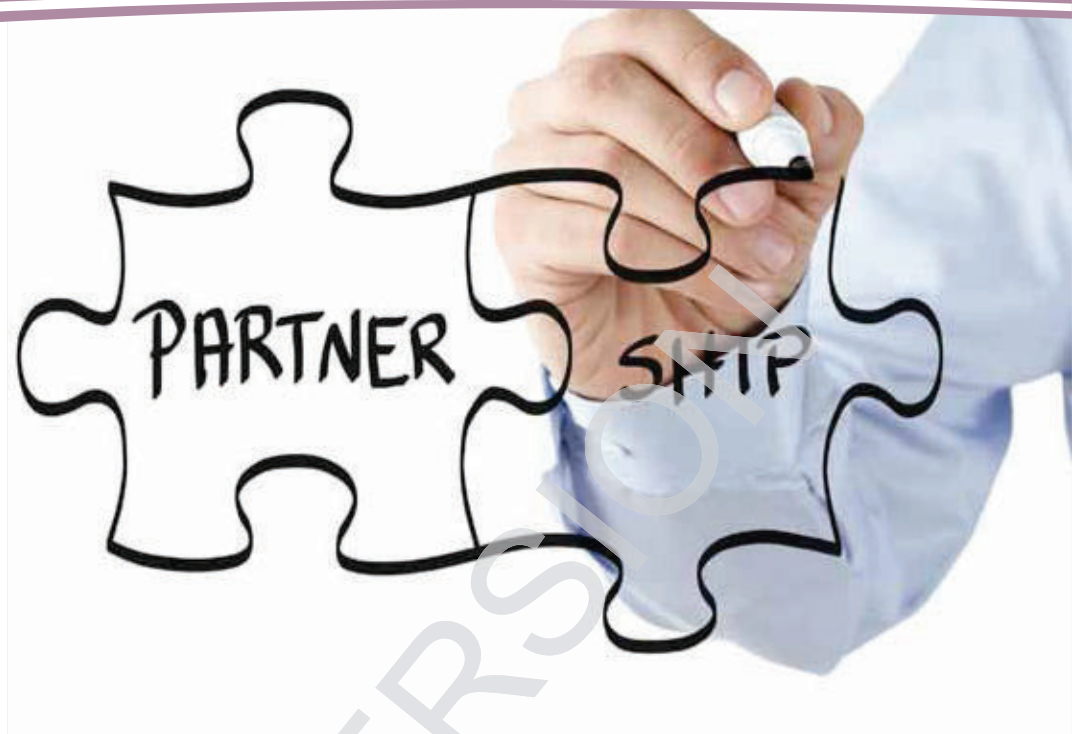
I also pay great tribute to the statutory agencies that have taken a lead in fostering this community

cohesion. My links with them during my term of office will be particularly strong. As an additional standard, it is my intention to become a signatory to both the Wiltshire and the Swindon Compacts. In Swindon we have seven vibrant localities, each with a Locality Lead. In Wiltshire we have 18 community areas, 16 of which already have a multi-agency forum working with primary schools to address concerns about vulnerable young children, and all of which contribute to a 'Resilient Communities Partnership'. In both localities (Swindon) and community areas (Wiltshire) we have strong involvement from the appropriate local authority, the NHS, the police, the Fire and Rescue Service and our housing associations, all of which have a vital role to play. But what encourages me most about these community bodies is the level of confidence they foster within their communities. In the most recent 'What Matters Survey' in Wiltshire, an average of 41 per cent of respondents agreed that they feel able to influence decisions that affect their local area. In some community areas the percentage was as high as 54 per cent. There is of course still some way to go before all respondents feel able to influence decisions, but it provides a strong foundation upon which to build.

Asset Based Community Development (ABCD)

Asset Based Community Development (ABCD) is all about looking for solutions rather than problems and expecting to find them within communities themselves. It's the 'glass half full' rather than 'glass half empty' mentality. It considers local assets to be the primary building blocks of sustainable community development.

But what does this mean in practice? In my view it means a number of things:



- i. That communities will usually have a far better idea of what would enhance their quality of life than external support providers
- ii. That if communities have been pivotal in designing solutions for themselves, they will have much greater buy-in to them and be more active in supporting them
- iii. Communities are made up of individuals with a vast array of talents. Understanding these talents and leveraging them for the benefit of the wider community is hugely powerful
- iv. The vast majority of people want to make an active and positive contribution to society. The secret is helping everybody to do so.

I will expand upon these themes in each of the subsequent chapters of this plan. At the end of each chapter I will also set out a number of key initiatives I will be commissioning and the actions I will be taking to advance the theme of that chapter.

I must emphasise however that these will only be the start of a journey and in many cases the initiatives I illustrate will merely explain the "what" and "why" rather than the "when", "where" or "how". This is because integral to the concept of ABCD is a recognition that communities need to be involved in the shaping of their own solutions and it would be arrogant of me to try to impose a solution through this plan, without the opportunity to engage communities and supporting partner agencies first.



Key facts:

- The county of Wiltshire is one of the safest places in England and Wales with 36,046 crimes recorded between 1 April 2011 and 31 March 2012 (down 3.9% on the previous year)
- Recorded anti-social behaviour incidents reduced by 22% between April – August 2012 compared to the equivalent period in 2011 and totalled 26,355 for the 12 months ending on 31 December 2012
- 25% of people in Wiltshire say that they have been victims of anti-social behaviour in the last 12 months
- Over 95% of people in Wiltshire and Swindon feel safe during the day and 80% feel safe at night
- 8.9% of Wiltshire's population give up at least one hour every week to help run sports clubs
- 109,200 people regularly volunteer in Wiltshire contributing over £79 million each year in voluntary effort
- On average 41% of the county's population believe they can influence local decisions affecting their community and in some communities this figure is as high as 54%
- The county's retirement age population is growing every year and by 2026 will account for 30% of the county's population
- 30% of the county's unemployed are aged 18-24.

Working with communities to reduce crime and anti-social behaviour

Communities regularly tell me that they really value their neighbourhood policing teams but get frustrated by frequent changes in personnel, personnel being taken off for other duties and, on some occasions, a lack of co-ordination with other agencies.

My vision of the future is one where community policing resources become an integral part of broader community problem-solving and support teams (**Safer Community Teams**), working with communities to address the issues that most affect them. Across Wiltshire and Swindon there are 18 community areas and seven localities, each with its own Community Area or Locality Board. They already play a pivotal role in the shaping of local authority services and I want to see them playing an equally pivotal role in the shaping of local policing services. In both my 'Welcome' to this plan and the chapter on 'partnership, pro-activity and prevention', I speak of the importance of communities and the huge contribution made by volunteers throughout the county. I also introduce the concept of Asset Based Community Development (ABCD), which is already paying significant dividends in places like Penhill in Swindon. These are the foundations upon which I will build during my term of office.

At the end of this chapter I set out some of the initiatives I will be commissioning during my term in office. However, as I emphasise

in my opening to this plan, these are only the start of a journey. This is because integral to the concept of ABCD is a recognition that communities need to be central to the shaping of their own solutions. Much of my time in office will therefore be spent engaging with communities to help me commission services that will really make a difference to them.

The issues concerning communities the most are:

- Lack of facilities for young people (56%)
- Unemployment (34%)
- Anti-social behaviour (33%)
- Drug misuse (30%)
- Crime (28%)
- Young people hanging around (16%)

Source:
MEL Survey Autumn 2012

Partnership, pro-activity and prevention

Continuing the theme of 'Partnership, pro-activity and prevention', I am convinced that the solutions to many community safety issues lie within communities themselves. If, for example, communities can provide more facilities and opportunities for young and unemployed people and can engage them more in community development, we are likely to see a marked reduction in many of the issues and perceptions illustrated above. If we have active engagement in schemes such as Neighbourhood Watch, Street Watch, Farm Watch and Community Speed Watch, it sends out a clear message that the community cares enough to do something about its own safety and acts as a strong deterrent to anybody contemplating anti-social or criminal behaviour. And if we can back this up with firm and co-ordinated action and make sure that, wherever possible, sanctions are of a restorative and rehabilitative nature, we can ensure that offenders begin to appreciate the harm they cause and make appropriate reparation.

At the same time we need to be able to tackle threats to our communities effectively and with determination. Over 30 per cent of acquisitive crime, such as theft and robbery, is directly linked to drug misuse, often the result of dangerous drugs networks and serious and organised crime. In 2010 the five South West police forces established Zephyr, which is our regional serious and organised crime capability. With sophisticated surveillance, tasking and asset recovery capability, Zephyr has already made a significant impact upon organised crime groups, not only in Wiltshire but across the entire South West. I see further scope for consolidation and enhancement in

the regional specialist operational services arena and will be a keen supporter of future regional initiatives, where they can help to keep harm away from Wiltshire and Swindon's doorstep.

But even combating external threats requires local intelligence, garnered from supportive local communities. The following two case studies illustrate how powerful this support and partnership can be.

Case study 1:

Multi-agency working and community engagement

The Safer Sutton Partnership in the London Borough of Sutton is having a real impact upon levels of crime and anti-social behaviour. Council, police, health and other public agencies have agreed 27 important areas of work with their own 'Priority Indicators' to improve the Borough as a place to live, work and enjoy. The Service has four main 'Priority Indicators'. These are to:

- Reduce serious violent crime
- Reduce serious acquisitive crime (where criminals 'acquire' items by committing burglary, theft and shoplifting etc.)
- Reduce repeat incidents of domestic abuse
- Address concerns about anti-social behaviour and crime.

A key element of this initiative is police officers working alongside council staff in the same building, as they now are in Monkton Park in Chippenham and in time will be doing right across Wiltshire and Swindon.

The results have been very encouraging, with Sutton now one of the lowest crime Boroughs in London. Key to their success is the level of community engagement achieved, as highlighted by a 2012 Cardiff University study titled 'Can we speak in confidence? Community intelligence and neighbourhood policing'. Informed by empirical data collected in four sweeps between 2007 and 2010, this study examined the impact of a community engagement methodology encouraging citizens to articulate their local security needs to Neighbourhood Policing teams. The research showed that by acting on this community intelligence police were able to 'tune' their interventions towards those problems generating most social harm. In so doing, the data suggested that the police were able to improve public confidence and increase overall community well-being.

Similarly, Police Community Support Officers in South Wales were asked to talk to people in their communities specifically about the impact of organised crime. The intelligence gleaned was very powerful and enabled the police force to make a number of arrests and disrupt organised crime activity as a result.

Case study 2:

Rural crime and Special Constables (Countryfile BBC One 13 January 2013)

Rural crime has seen a general increase over the last few years, with specific increases in the theft of farm equipment, equestrian equipment or poaching. Hertfordshire Constabulary has responded to this by encouraging the creation of rural Special Constables, who provide a minimum of 16 hours of voluntary effort per month, liaising with rural communities, giving security advice and targeting people suspected of committing such rural crimes.



My objectives

Taking all of the above into consideration, my objectives during my term of office are as follows:

1. To see all Wiltshire Community Area Boards and Swindon Localities adopting an Asset Based Community Development approach and playing a significant role in enhancing community safety within their areas through initiatives such as Neighbourhood Watch, Street Watch, Farm Watch, Community Speed Watch and Neighbourhood Justice Panels
2. To see public agencies work much more cohesively so that members of the public can obtain help in finding solutions to their issues without having to contact different agencies separately
3. To see community restorative justice solutions become the norm in all appropriate cases throughout the county
4. To make Neighbourhood, Farm and other community 'Watch' schemes fundamental to intelligence gathering and crime prevention in at least 80 per cent of Wiltshire and Swindon communities
5. To achieve community safety volunteering numbers equivalent to one per cent of the Wiltshire and Swindon population regularly taking part in Neighbourhood Watch, Street Watch, Farm Watch, Community Speed Watch and other such 'Watch' schemes
6. To have a minimum of 300 active Special Constables across Wiltshire and Swindon, each attached to communities and contributing an average of at least 16 hours per month
7. To consistently achieve over 95 per cent of people feeling safe in their communities during the day and over 85 per cent feeling safe in their communities at night
8. To reduce the percentage of people thinking that young people hanging around is a key issue to less than 10 per cent
9. To see the harm caused by organised crime groups operating in the county reduce by at least 25 per cent compared to its 2012 level
10. To see the number of reported crimes reduce to less than 32,000 per annum
11. To see the percentage of people saying that they have experienced anti-social behaviour in the previous 12 months reduce to less than 20 per cent.



Initiatives that are already making a difference include:

There are a number of initiatives that are already making a real difference and I am keen to see these and other associated initiatives flourish:

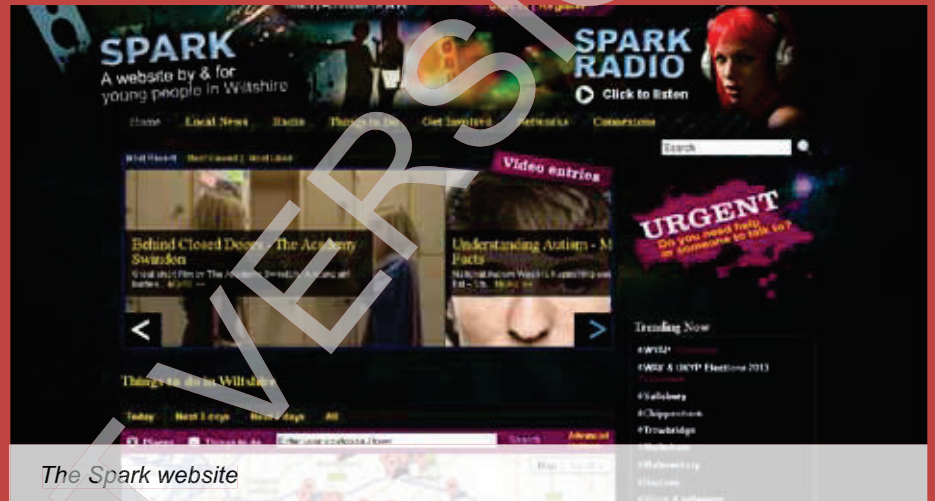
- The growing number of Community Speed, Street and Farm Watch schemes now active across the county
- Projects such as Inspire, a Youth Action Wiltshire and Community First initiative that has recently been extended to provide an additional 62 education, employment and training opportunities for 13 - 17 year olds
- Projects such as Achieve, which is training previously unemployed people as assessors, who are then being employed to conduct home visits, helping householders to reduce their energy bills
- Projects such as Positive Futures, which is working with young people in the Penhill and Pinehurst areas of Swindon to improve their engagement with broader society and provide a variety of recreational and development opportunities
- The Spark website and Spark Radio, which are run by young

people for young people and provide help and guidance to those who need it, as well as advertising events and other activities for young people

- The Wiltshire Council and Employment and Skills Board initiative, which is on target to create 1,000 more apprenticeships by July 2013
- The Job Centre Plus work experience initiative, which has enabled 51 per cent of the unemployed taking part to find paid employment within 12 weeks
- The Troubled Families Projects in

Wiltshire and Swindon, which are helping families with particularly challenging circumstances turn their lives around

- Neighbourhood Justice Panels, which, through the use of community volunteers acting as facilitators, are bringing offenders and victims together and getting offenders to agree Anti-Social Behaviour Contracts. These contracts provide a sustainable solution for both the victim and offender
- The emergence of a joint Wiltshire and Swindon Anti-Social Behaviour Reduction Strategy



The Spark website

Key new initiatives to help deliver my objectives:

1. I, or a member of my office, will meet representatives of every Wiltshire Community Area Board



and Swindon Locality at least twice a year in order to keep community safety high on local agendas and work with them to commission services that help them deliver their community safety strategies

2. I will commission a multi-agency 'Systems Thinking Review' of anti-social behaviour to report by the end of December 2013. This will be designed to understand the most common forms of anti-social behaviour, map demand, identify duplications between different agencies and, from a customer perspective, redesign services so that they provide customers with the help and support they need in as quick and efficient way as possible.

I will also ask this review to consider whether the creation of multi-agency Safer Community Teams would be beneficial and to explore the greater use of civil, as opposed to criminal, penalties as allowed in the government's forthcoming Bill on anti-social behaviour

3. I will work with our two local authorities and Community Area Boards and Localities to explore the introduction of community budgets and how this might advance the prevention of crime and disorder
4. I will be joining my local authority partners in a three-year engagement with the Royal Society of Arts to work



Using social media to raise the profile of 'good news' stories

with communities on initiatives such as community building, campuses, volunteering and integrated service delivery

5. I will work with our two local authorities, Wiltshire Police, the judiciary and Community Area Boards / Localities to ensure that, where appropriate for victims, restorative justice sanctions become the default for offences suited to restorative justice. I will work to see that both victims and communities are involved in this process through initiatives such as Neighbourhood Justice Panels, which are already operating successfully in Swindon. My aim is to have this approach in place across Wiltshire and Swindon by the end of December 2013
6. I will invest in Neighbourhood Watch and other 'Watch' schemes by appointing a co-ordination team, in conjunction with my local authority partners, whose job will be to reinvigorate this essential part of crime prevention. I will also be investing in an appropriate technology platform, which will allow Neighbourhood Watch co-ordinators across the county to be kept regularly and automatically appraised of incidents and trends in their

area. It will also give them the tools they need to feed regular intelligence to crime prevention partners. This is a priority for me and I will be commissioning this piece of work to start in April 2013

7. I will promote the expansion of schemes such as Street Watch, Farm Watch, Horse Watch and Community Speed Watch (backed by appropriate speed limits, engineering and enforcement) in my discussions with Community Area Boards and Localities and will make set-up funding available to get these schemes off the ground



Community Speed Watch scheme

8. I will work with our two local authorities, Community Area Boards, Localities and Wiltshire Police to encourage more people to become Special Constables, with a focus on local recruitment in communities for the benefit of communities and an emphasis

on reassurance, re-education and enforcement where necessary

9. I will work with Wiltshire Police to support the establishment and growth of the Police Cadet Scheme and for this to be closely linked to other community crime prevention initiatives. In the first instance this will see 20 young people, aged between 14 and 16, being recruited in Swindon to take part in policing activities with the scheme motto being: "To reduce youth vulnerability to crime and social exclusion through enhancing young peoples' ability to contribute and achieve"
10. I will work with our two local authorities and Community Area Boards and Localities to encourage the creation of further facilities and opportunities for young people
11. I will encourage partners, Community Areas and Localities to consider the creation of more inter-generational schemes to help break down some of the barriers and misunderstandings between different generations
12. I will press for an expansion of regional protective services capability, in order to maximise the synergies between forces and reduce duplication, but with clear governance arrangements and accountability to local Commissioners
13. I will establish a £1 million 'innovation' fund to pump-prime community initiatives that help me advance the objectives set out in this plan and will invite bids in due course
14. I will use social media and work with partners and the local media to highlight good news stories from across our communities and share good ideas
15. I will review the value, coverage, coordination and utilisation of CCTV assets across the county
16. I will commission a local policing service from the Chief Constable that will result every household in the county receiving at least one visit from their Safer Community Team in any 18 month period.



Key facts:

- The population of Wiltshire and Swindon is ageing – the number of people aged 85 or over is set to increase by 70% over the next 13 years
- 1 in 4 people in the UK suffer from a mental health issue in any given year
- It is estimated that 16,000 women aged 16-59 in Wiltshire experience domestic violence each year and that domestic violence is 3.5 times more likely in a relationship where there is financial strain
- There are 314 children in Wiltshire and Swindon subject to a Child Protection Plan, 655 in local authority care and over 5,000 receiving some form of social care support
- The number of young people aged between 18 and 24 who are unemployed is growing. 30.3% of Wiltshire’s unemployed fall within this age bracket
- 355 people were accepted by Wiltshire Council as being homeless during 2011-12, compared to 240 the previous year
- 17% of respondents to a survey in central Swindon feel that racial intolerance is an issue
- There were 47,229 hate crimes reported in England and Wales during 2010.

Protecting the most vulnerable in society

One of the hallmarks of a civilised society is that it protects the vulnerable within its midst and this will be one of my six top priorities during my term in office.

There are many in society who could be deemed vulnerable and their numbers will inevitably grow as people live longer and as increased financial strain resulting from the state of the global economy takes its toll.

Definition of vulnerability in the context of this Plan:

“People who are susceptible to becoming victims of crime or anti-social behaviour because of their particular situation. This could be for a number of reasons including age, disability, race, religion, sexual orientation, relationships, financial situation, offending history or lack of fixed abode etc.”

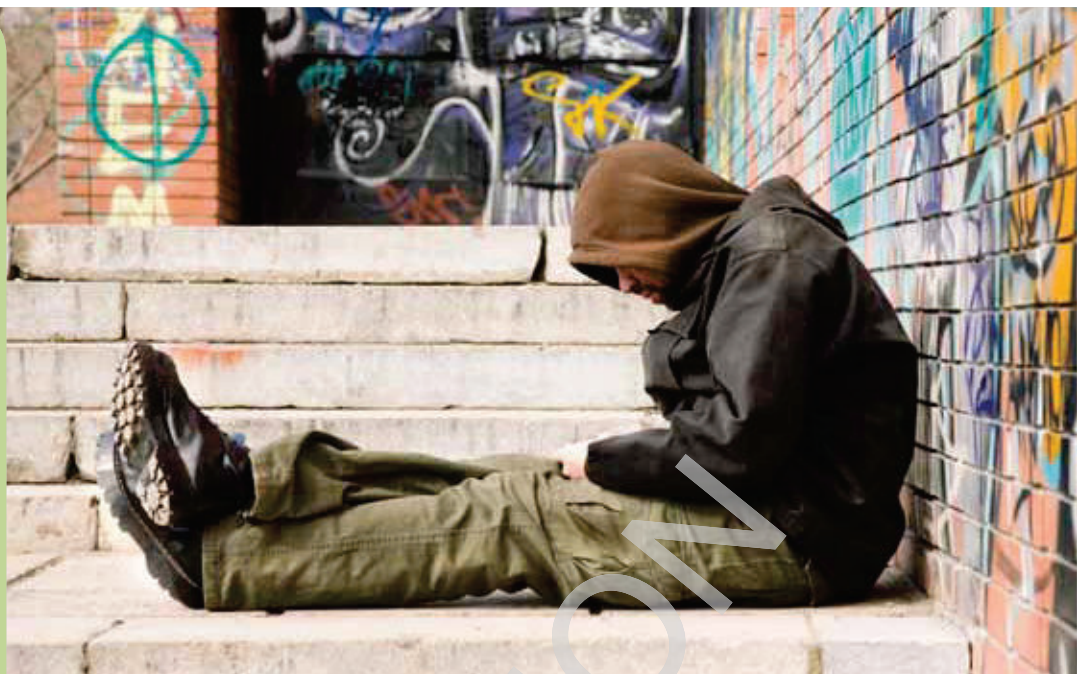
Vulnerable people fall victim to anti-social and criminal behaviour much more easily than others and are usually less able to protect themselves. Few need to be reminded of the case of Fiona Pilkington, who in 2007 took her own life and that of her disabled 18 year old daughter Francessca Hardwick in Leicestershire. They had suffered years of physical and verbal abuse from young people in and around their home and yet



both her community and statutory agencies, including the police, had failed to stop the abuse. Similarly there was Gemma Hayter murdered in August 2010 by her so-called friends in Warwickshire. Sadly, victimisation of the more vulnerable in our society is all too common but this kind of behaviour is simply unacceptable. Stamping out this behaviour and eradicating such prejudices will require a team effort with communities standing up for their more vulnerable members and statutory agencies taking robust action against the perpetrators.

My objectives in this area are:

1. To see the creation of a directory of services so that people who feel vulnerable know where they can access support
2. To raise the awareness of vulnerability within the county so that communities and partner agencies have the information and confidence needed to identify those who are vulnerable and offer appropriate support
3. To reduce the likelihood of people's needs falling down the gaps between different agencies' provision by encouraging greater partnership working and information sharing
4. To encourage communities and public agencies to be proactive in recognising and supporting people's vulnerabilities
5. To reduce the likelihood of harm to vulnerable people by tackling the most serious harm causers within communities
6. To enable vulnerable people and their advocates to be more involved in shaping and agreeing the support they receive and any sanctions that are handed out to the perpetrators of offences against them
7. To help those who are vulnerable to offending and reoffending receive the support they need to break that cycle (see chapter on offending and re-offending).



Initiatives that are already making a difference in this area include:

- Multi-Agency Safeguarding Hubs, where intelligence about vulnerable people is shared between agencies
- Multi-Agency risk assessment conferences where different agencies agree shared support and interventions to keep people safe – there have been 270 of these in Swindon over the last 12 months
- Anti-Social Behaviour Risk Assessment Conferences where different agencies agree shared support and interventions to combat anti-social behaviour. These currently operate in Wiltshire and focus upon both the victim and offender
- Swindon's Anti-Social Behaviour Advocacy Service
- Wiltshire's hidden harm strategy which targets those that could be badly affected by chaotic and often dysfunctional lives. 51 per cent of people undergoing drug treatment and 57 per cent of those undergoing alcohol treatment, for example, are parents
- The work recently done in Swindon in identifying and publicising the dangers of 'legal highs', which are thought to have claimed at least eight young lives over the last year
- The Swindon and Wiltshire Integrated Targets for Change (SWITCH) programme that is working with 263 identified high-end harm causers to try to break their cycles of offending
- The 16 Multi-Agency Forums attached to Community Area Boards in Wiltshire that are working with primary school concerns about vulnerable children
- Wiltshire Council's innovative 'Bridging Projects', which are allowing more young people with disabilities to take part in youth activities
- Wiltshire Council working with the military to use military land to provide affordable housing for ex-service personnel
- The work of the Bobby Van Trust, which gives security advice and often fits additional security measures at the homes of the most vulnerable in our communities
- The introduction of Domestic Violence Protection Notices and Orders, which allow offenders to be barred from going near their victims for a period of up to 28



days, thereby giving the victim time to make choices about their future in relative safety

- The introduction of the Domestic Violence Disclosure Scheme (Clare's Law), which allows the police to advise people about the domestic abuse history of their new partners
- The introduction of Wiltshire Police's new hate crime policy to help people who feel they are the victims of crime and anti-social behaviour because of their race, faith, disability, sexual orientation or gender identity.



Protecting vulnerable children

And, of course, I must also mention the excellent work that goes on, often behind the scenes, in tackling issues such as child sexual exploitation, serious and organised crime and dangerous drugs networks.

But there is no room for complacency in this high risk area. I have therefore identified a number of key initiatives that I believe will make a significant difference to this area of our business and will be commissioning them during my term of office.

Key new initiatives to help deliver my objectives:

1. I will commission the introduction of a Customer Relationship Management system for Wiltshire Police, so that it is easier to identify patterns of calls for assistance and identify those who are most vulnerable. However I do not want this to be another silo system. Instead I want this to be leveraged from either or preferably both of our local authorities (Wiltshire Council and Swindon Borough Council) and for us to be able to create one consolidated picture of what our customers are contacting us about. This will be a complicated piece of work but I would like to see this implemented by the end of March 2014 at the latest
2. I will seek to jointly commission with key local authority partners a Systems Thinking review into 24/7 telephony and other access channels, including the development of costed proposals for a single joined up service covering our two local authorities. A multi-agency 101 (non-emergency) service was developed in 2006 but did not progress due to the withdrawal of government funding. However this kind of service works well in other parts of the country including Cardiff and Hampshire. I believe that it is time to revisit this aspiration, which of course



Good customer service is important

would make maintenance of a consolidated Customer Relationship Management system much easier. Again this is a complicated piece of work but I think that we have a realistic chance of seeing this come to fruition by the end of March 2015

3. I want to see intelligence-led patrolling become the norm within Wiltshire Police, so that every minute of patrol time which is not needed for reactive duties, is used to target support and reassurance to vulnerable people, communities and hotspots. I will therefore make funding available to ensure that such information is readily available to all officers who need it and will commission it as an integral part of the next generation of mobile information solutions to be deployed within the Force.



The next generation of mobile information to aid intelligence-led patrolling



4. I will encourage the cross-fertilisation and adoption of many of our existing initiatives right across Wiltshire and Swindon. I would therefore like to see Anti-Social Behaviour Risk Assessment Conferences (ASBRACS), which are proving effective in Wiltshire, extended to Swindon and the Anti-Social Behaviour Advocacy scheme operating in Swindon extended to Wiltshire. I believe that this could be achieved by summer 2013. I would also like to see a Multi-Agency Safeguarding Hub (MASH) or equivalent operating in Swindon by the end of 2013

5. I will commission the production of a feasibility study into the creation of multi-agency public protection teams – I would not wish to be prescriptive about whether these are physical or virtual teams. However I have no doubt that a greater shared ownership of the needs of our more vulnerable people would be positive. I will therefore be commissioning a multi-agency 'Systems Thinking' review into the best way to provide public protection services across our respective agencies. By agencies, I mean

Wiltshire Police, our two local authorities, the NHS, the Fire and Rescue Service and our housing associations, together with valuable input from our community and voluntary sector. I would like to see the initial proposals based on the analysis stages of this review by the end of December 2013

6. The government plans to introduce a tool called a 'Community Trigger'. This will allow a group of at least five people from five different households to force public sector agencies to act if they have failed to act after three previous separate reports about the same issue. I will promote this 'Community Trigger' tool to Community Area Boards and Localities. I will also encourage Wiltshire Police and its partner



The introduction of Wiltshire Police's new hate crime policy

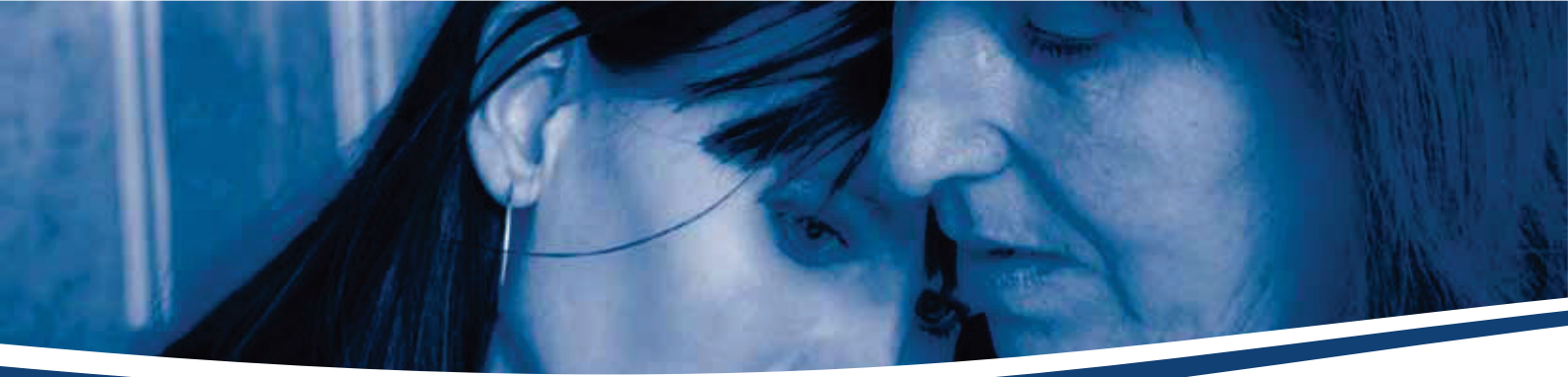
agencies to try to ensure that it is not needed

7. I would like to see Localities and Community Areas taking an active involvement in tackling issues that impact the vulnerable and working with public sector and other agencies to address them
8. I will commission jointly with my local authority partners the creation and regular maintenance of a 'Services / Support Directory', which will map out the range of services available to people who are feeling vulnerable and how they can be accessed
9. I will look to use existing communication channels and encourage sharing of information with other organisations as a means to keep people informed of issues that might affect them
10. I will encourage and pump-prime the extension of 'Good Neighbour', 'Safe Place' and 'Touch2ID' schemes across the whole county



Working with our two local authorities and schools to help vulnerable children

11. I will work with our two local authorities to build upon the success of Multi-Agency Forums, working with primary school concerns about vulnerable children and explore the possibility of extending the scheme to young people in secondary schools and colleges as well
12. I will establish a £1 million 'innovation' fund to pump-prime initiatives that help me advance the objectives set out in this plan and will invite bids in due course.



Key facts:

- Between 1 April 2011 and 31 March 2012 there were 36,046 crimes recorded in Wiltshire and Swindon
- 8,939 of these crimes were referred to Victim Support for follow-up
- 4,201 victims benefited from support from Victim Support telephone guidance, with 500 also receiving follow-up home visits
- It is estimated that 16,000 women in Wiltshire aged between 16 and 59 experience domestic abuse in any given year
- 2,525 people received Victim Support in giving evidence as witnesses in criminal cases
- 18% of Magistrates' Court trials and 14% of Crown Court trials in England and Wales had to be re-listed last year, leading to additional anxiety and wasted time for both victims and witnesses.
- 4 out of 10 Crown Court trials 'crack' i.e. the defendant enters a guilty plea late on in the proceedings or key witnesses fail to attend, effectively putting victims and often witnesses through unnecessary anxiety in the intervening period
- 3,000 people in England and Wales need to receive witness protection after having given evidence in cases involving dangerous offenders
- More than 25% of collapsed prosecutions do so because witnesses or victims were unwilling to give evidence
- In 2011 it took an average of 22 weeks (five months) for an offence to reach sentence through the Magistrates' Court system. In the Crown Court it took 44 weeks (10 months).

Putting victims and witnesses first

In my manifesto I made a key commitment to putting victims and witnesses at the heart of the criminal justice system. I am very grateful for the support of Victim Support and other community and voluntary sector agencies in Wiltshire and Swindon in helping me shape my plans.

So what are victims and witnesses telling me?

The key findings to come out of Victim Support's recent report 'Listening and learning: Improving support for victims in Wiltshire' were:

- i. There is little support for young people at risk of victimisation across all crime types
- ii. Effective and consistent communication is key to supporting victims and witnesses, as is having access to information about different services and understanding their journey through the criminal justice system. In addition, officers and others supporting victims and witnesses need to have a good understanding of what is and is not available and not generate false expectations
- iii. Domestic abuse appears to be a significant issue in Wiltshire, and one that features particularly in young people's experiences, with double the number of people reporting domestic abuse than in similar sized authority areas
- iv. The financial situation is bringing overstretched organisations together



to provide a collective response to support victims and witnesses in Wiltshire

- v. More work needs to be done to define anti-social behaviour and what can be done to address it
- vi. There is a perceived shortage of Independent Domestic Violence Advisers (IDVAs)
- vii. There appears to be insufficient provision of counselling services for victims of sexual assault, sexual abuse or rape.

Case study 1: The Crown -v- A N Other

A N Other was charged with "Assaulting PC Smith and damaging a police vehicle". He pleaded not guilty and a trial date was set for 15 November 2012. PC Smith and another police witness attended court but the trial did not go ahead due to over-listing.

Later that day, a new trial date was set by the Court for 2 January 2013, although the Crown Prosecution Service lawyer had access to 'Police Dates to Avoid' which clearly showed that PC Smith was on holiday on this new date.

On 16 November 2012 this error was picked up by the Police Witness Care Unit who advised the Crown Prosecution Service that PC Smith would be unavailable for the trial on that date. The Crown Prosecution Service applied to alter this date but the defence refused.

On 2 January 2013 the Crown Prosecution Service applied to the Court to change the date of the trial. The defence again objected and the court agreed with the defence. All the charges against A N Other were dismissed.

The victims and witnesses understandably felt very let down by the system.



Giving evidence in court is a daunting prospect for many witnesses

viii. Support for children and young people who have been victims of crime is inconsistent across Wiltshire and Swindon. A consistent standard and offering is needed

ix. There needs to be greater emphasis upon practical and emotional support

x. There needs to be a meaningful engagement and consultation strategy with victims and witnesses and the organisations that support them so that they can help shape the services that will deliver the most significant positive impact

xi. The criminal justice system takes too long

xii. Witnesses are courageous in

giving evidence and need society's full support.

Sadly cases like the one described in case study 1 are all too common and affect hundreds of victims and witnesses every year, including many who, owing to the nature of the offence being tried, find themselves in a very vulnerable position.

Reflecting upon my three key themes of 'Partnership, pro-activity and prevention', my ideal of course is to prevent people becoming victims in the first place. However where people do become victims or where they need to give evidence in court, they need our full support and we need to work pro-actively and in partnership to achieve this.

These local findings are echoed nationally, as illustrated by the following quotations.

Sara Payne (Child Protection Campaigner):

"The criminal justice system must refocus so that it addresses the total impact a crime has had on a victim rather than the type of offence committed. Victim need and impact must be assessed on an individual basis and interventions for victims based on those assessed needs."

Helen Grant (Victims' Minister):

"Witnesses are the unsung heroes of society, especially those who could be jeopardising their own safety. I cannot thank them enough for the vital role they play in bringing criminals to justice."

My objectives in this area are:

1. To give victims a clearer picture of how to access the criminal justice system and the types of support available at different stages
2. To involve victims much more in designing the services put in place to support them and make sure that these services are available to all those who need them
3. To keep victims and witnesses much better informed throughout the whole process from initial incident or crime to final resolution or sentence
4. To make criminal justice processes shorter, thereby reducing the amount of time victims' and witnesses' lives are put on hold
5. To place a much greater focus upon restorative justice outcomes, with victims seeing reparation for the offences committed and

preferably resolution of the underlying issues

6. To make the process of giving evidence in court much more victim and witness-focused.

At the end of this chapter I set out a number of initiatives designed to help deliver each of the above objectives.

However, before I do this, I would like to draw attention to and express my commitment to a number of existing schemes that are already making a difference and together with ones that are in the pipeline and which I believe will bring significant benefits to victims and witnesses.



Greater focus on restorative justice outcomes

Initiatives that are already making a difference:

- The introduction of Domestic Violence Protection Notices and Orders, which allow offenders to be barred from going near their victims for a period of up to 28 days, thereby giving the victim time to make choices about their future in relative safety
- The introduction of the Domestic Violence Disclosure Scheme (Clare's Law), which allows the police to advise people about the domestic abuse history of their new partners
- Victim-focused Multi-Agency Risk Assessment Conferences and Anti-Social Behaviour Risk Assessment Conferences
- The services provided by Independent Domestic Violence Advisers to support victims (see Case study 2)
- The growing importance of Victim Support Statements in the criminal justice system
- A greater use of restorative justice outcomes, where offenders make direct reparation to the victims and communities they have harmed
- The Neighbourhood Justice Panel scheme now operating in Swindon and scheduled to extend to Wiltshire. This sees offenders and victims come together in a facilitated conference, supported by trained volunteers from the community, in order to agree an 'Acceptable Behaviour Contract' which satisfies the victim
- The Wiltshire Council 'Theatre in Education' initiative that takes the issue of domestic abuse into school in a thought-provoking and educational way
- The work of the Bobby Van Trust, which gives security advice and often fits additional security measures at the homes of the most vulnerable in our communities
- The work of Victim Support and many other charitable organisations including women's refuges and outreach services
- On Trak - Swindon's Restorative Youth Services' counselling service for young people (see case study 3)
- The service provided by the Sexual Assault Referral Centre in Swindon
- The introduction of an 'Early Guilty Plea Scheme' in Crown Courts to encourage offenders to plead guilty early rather than later on in the proceedings in order to maximise the discount applied to their sentence and save victims and witnesses additional anxiety due to unnecessary delays
- The appointment of a new Victims' Commissioner (Baroness Newlove)
- The extension and increase of the Victim Surcharge, an additional amount levied on conditional discharges, fines and custodial sentences and used to fund practical and emotional support services for victims.

Case study 2: Domestic violence

Shauna had left her abusive husband and moved to a safe location in Wiltshire. The incidents of abuse had occurred in another part of the UK and she had trouble getting the two different police forces to speak with one another.

A referral through to the Independent Domestic Violence Adviser (IDVA) allowed her to get a great understanding of her choices and to allow someone to co-ordinate the response of the police to make sure she was supported. Working with the IDVA in Wiltshire allowed her to access the Phoenix Group and meet other women who had experienced domestic abuse.



Case study 3: On Trak young people's counselling service

Carla came to On Trak because she was involved in a court case in which an 18 year old man was being prosecuted for a series of sexual assaults against younger women. The first Carla knew about the case was when a policeman turned up at her school and asked her about her relationship with an ex-boyfriend. Carla hadn't told anybody that this boyfriend had tried to rape her when she was 14.

Carla agreed to give video evidence against this man. She was understandably nervous about the court proceedings and the possible consequences for her and her family. In counselling she also wanted to talk about her relationship with her parents and about being bullied at school.

Carla attended On Trak for six months. This time span covered pre-court, the trial itself and the aftermath. Carla was determined to testify despite being scared about seeing her ex again. She was proud of herself for going through with it and grateful to her parents who supported her throughout the trial.

The man was found guilty and imprisoned. Carla said she gained confidence from counselling because she was able to trust her counsellor and she valued the confidentiality of the counselling contract. An ending was agreed a few months after the court case had finished. Carla felt more able to talk to her parents and felt more equipped to focus on her schoolwork.

Initiatives that are in the pipeline include:

- A significant overhaul of the criminal justice system ('Swift and Sure Justice' White Paper), which promises significant reductions in the time taken to complete court cases and will deliver significant benefits for victims and witnesses. This will be achieved through a number of initiatives including:
 - ▶ The removal from Magistrates' Courts of approximately 50 per cent of their current caseload by allowing summary motoring offences and TV licence and Vehicle Excise Duty offences to be prosecuted directly by the police and determined by a single lay magistrate
 - ▶ A greater expectation for 'lower harm' cases to be tried in Magistrates' Courts rather than in the Crown Court, where delays tend to be much longer
 - ▶ A streamlined forensic reporting process whereby

early on in the process the defence has to be specific about which part of the forensic evidence is subject to dispute rather than waste time and resources putting a case together over evidence that is not disputed

- ▶ Much more robust management of both Crown and Magistrates' Court



cases, so that they are more focused and do not over-run, thereby causing relisting of other cases further down the schedule. In other words cases will become more focused upon the victims and witnesses' needs rather than those of the defendant

- ▶ Extended court opening times to provide additional flexibility for victims and witnesses
- ▶ Greater use of video technology in courts allowing witnesses to provide evidence closer to home and in less hostile surroundings



Supporting victims of crime

- Greatly enhanced communication with victims and witnesses about the progress of their case through the criminal justice system. As part of the government's 'Digital by Default' strategy the Ministry of Justice will be redesigning all its transactional and information exchange services to take advantage of modern technology. As part of this process it intends to improve its communication with victims, both in terms of quality and frequency.
- Enhanced protection for witnesses in high risk trial situations through the creation of a national Witness Protection Service (to be called the UK Protected Persons Service) under the new National Crime Agency
- A move towards local commissioning of Victim Support services and more targeted use of the Victim Surcharge (10.65 million nationally).

Key new local initiatives to help deliver my objectives:

In addition to the initiatives set out in the previous chapter 'Protecting the most vulnerable in society', all of which will bring significant benefits to victims and potential victims, I will commission and implement the following during my term in office.

1. I will place even greater emphasis upon restorative justice outcomes wherever possible and suitable for victims, ensuring that victims are involved in local resolution and have a say in the punitive element of sentences and community orders. Based upon my initial analysis of police detections and disposals, I will be commissioning a service from Wiltshire Police that delivers at least 70 per cent of all detections as 'out of court' disposals and at least 75 per cent of these 'out of court' disposals incorporating a restorative justice outcome agreed with the local community and or the victim
2. I will set up a quarterly Victim Forum, to be co-ordinated by Victim Support. This will be in place by April 2013 and will bring statutory and community and voluntary sector organisations together to discuss issues that have most impact upon them and help shape future service delivery.



Ensuring victims have their say in the punitive element of sentences

- Through this mechanism I also intend to create Victim Panels, which will be used to test check service designs and feedback on the quality of services. The latter is covered in more detail in the chapter 'Driving up standards of customer service' and will contribute to the creation of a local Victims' Charter for Swindon and Wiltshire, which will complement the national Victims' Charter already in place
3. I will commission the creation of a 'Victim Pathway' tool, which will help victims and witnesses chart their way through the various stages of the criminal justice process and explain what support is available at each stage. This will be web-



From left) Victim Support Chair of Trustees Enid Rowland, Police and Crime Commissioner for Wiltshire and Swindon Angus Macpherson and Chief Executive of Victim Support Javed Khan at a Victim Support Trustee event in London



streams. At the same time however I will be encouraging delivery partners to make greater use of volunteering capacity themselves. This can yield very impressive results, as demonstrated by Swindon's Restorative Youth Services, who in their 'On Trak' counselling service are managing to deliver 2,000 sessions through a combination of 2.6 whole time equivalent staff and 15 volunteers

6. I will commission a multi-agency Systems Thinking Review into anti-social behaviour and the best ways for communities to prevent and combat it. Further detail on this initiative is provided in chapter five
7. I will work with Wiltshire Police, the judiciary, Victim Support and Community Area Boards / Localities to ensure that Victim Impact Statements are embedded in all police investigations and trial preparation and encourage the use of Community Impact Assessments wherever appropriate

based and will provide links to agencies and organisations able to offer support. It will therefore also provide a gazetteer of the different service offerings available across Swindon and Wiltshire. This will be in place by autumn 2013 and will feature in ongoing staff training. Once this information is in place, I will also commission a Systems Thinking Review, again involving customers of these services, to see whether the current offering works well from a customer perspective and whether it can be made more efficient and joined-up across the various delivery partners. It will also focus on the feedback from the recent Victim Support report about the need for the Commissioner to focus upon independent practical advice and emotional support, such as support after abused women leave their refuges or hostels. This will then form the basis of my future commissioning strategy

resolved or has completed its cycle through the criminal justice system. This piece of work will be informed through consultation with the Victim Forum, set out in point two, and will be complete by December 2013. I will also be investing in a suitable technology platform to provide as much of this information electronically as possible, in line with the Government's 'Digital by Default' strategy. This links into chapter nine 'Driving up standards of customer service' and my plans for reinvigorating Neighbourhood Watch, which are covered in chapter five 'Working with communities to reduce crime and anti-social behaviour'

5. I will work with my partners in local government and health to invest in additional independent victim-focused services through leverage of the Victim Surcharge and other appropriate funding



Ensuring victim impact statements are embedded in all police investigations and trial preparation

4. I will define minimum standards of information (detail and frequency) to be provided to victims and witnesses from the point of the crime or incident right up to three months after the case has either been



Wiltshire Bobby Van Trust

8. I will work with my fellow Commissioners to have direct input into the work of the Sentencing Council for England and Wales
9. I will establish a £1 million 'innovation' fund to pump-prime initiatives that help me advance the objectives set out in this plan.



Key facts:

- In 2011 across England and Wales over 75% of proven offences were committed by offenders with a previous reprimand, warning, caution or conviction
- Between one third and one half of all acquisitive crime, such as theft and burglary, is committed by cocaine and heroine users. 31% of all offenders sentenced had directly related drug misuse
- Nationally 40% of violent crime, 78% of assaults and 88% of criminal damage offences are committed while the offender is under the influence of alcohol
- Alcohol-related harm costs the United Kingdom £21 billion annually
- Wiltshire and Swindon have higher rates of alcohol-related hospital inpatient admissions than comparable areas of the country, averaging 15,000 per year
- The average age of a first time offender entering the criminal justice system is 16 for boys and 15 for girls
- 47% of adult offenders and 69% of juvenile offenders re-offend within a year of leaving custody
- Custodial sentences of less than 12 months are less effective than both community orders and suspended sentences. Indeed 57.6% of offenders given custodial sentences of less than 12 months reoffend within 12 months of release
- 28% of all reported violent crime is domestic.

Reducing offending and re-offending

There were 36,046 crimes recorded in Wiltshire and Swindon between 1 April 2011 and 31 March 2012, all with a victim and approximately 30 per cent with an identified offender. I am delighted to say that these crime figures are reducing each year and that this county remains one of the safest in the country. However my aim and that of my partners is to reduce these figures further.

My approach to offending and re-offending

What is clear to me from the facts in the table left and some of the examples of effective interventions cited below is that the secret to reducing offending is a combination of 'carrot and stick'. There are inevitably some offenders for whom the only realistic option is imprisonment, sometimes for life. However these are by far the minority. For the majority, a much more effective approach is to tackle the underlying social factors that contribute to their offending, such as drug and alcohol misuse, and to offer them a real alternative. Establishing a far clearer link between victim and offender and, wherever possible, including a strong restorative justice element are also core to my philosophy.



Initiatives that are already making a difference include:

- Some of the excellent work undertaken by the Licensing Tasking Group, a multi-agency approach to addressing problem licensed premises involving Wiltshire Police, the Fire and Rescue Service and the appropriate local authority
- The Wiltshire Council 'Theatre in Education' initiative, which teaches school children about the impact of domestic violence and what options there are for the victims

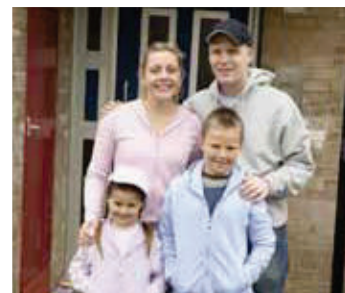
My objectives in this area of business are:

1. To place a much greater emphasis upon appropriate victim-focused restorative justice outcomes with offenders making reparation to the communities and individuals harmed in at least half of detected crimes
2. To see the harm caused by organised crime groups and dangerous drugs networks operating in the county reduce by at least 25 per cent compared to its 2012 level
3. To work with our local authorities to encourage responsible licensed premises and take a firm approach to licensed premises that abuse their position of social responsibility
4. To reduce our current 54% re-offending rate by commissioning rehabilitative support and opportunities to break their cycle of offending and offer them real alternatives
5. Building upon the work currently done by the local authorities with troubled families.



Domestic Violence Protection Notices allow victims the space to make choices about their future in relative safety

- The introduction of Domestic Violence Protection Notices and Orders, which allow offenders to be barred from going near their victims for a period of up to 28 days, thereby giving the victim time to make choices about their future in relative safety
- The introduction of the Domestic Violence Disclosure Scheme (Clare's Law), which allows the police to advise people about the domestic abuse history of their new partners
- Victim-focused Multi-Agency Risk Assessment Conferences (MARACs) and Anti-Social Behaviour Risk Assessment Conferences (ASBRACs)
- The Swindon and Wiltshire Integrated Targets for Change (SWITCH) programme that is working with 263 identified high-end harm causers to try to break their cycles of offending
- IDIOM – a Ministry of Justice and National Police Improvement Agency initiative to help partners monitor the offending of individuals under either 'Prolific and Persistent Offenders' or 'Integrated Offender Management' (SWITCH) programmes
- The work of Wiltshire and Swindon's Youth Offending Services, which are both producing reoffending rates that are well below the national average and are proving the benefits of early intervention. For example Swindon's Early Intervention Team has worked successfully with 87 per cent of the young people referred to it to prevent school exclusions, offending and anti-social behaviour
- The LIFE project in Swindon, which has been successful in helping some of the borough's more troubled families in bringing more order and hope to their lives
- The Complex Families Project, which is Wiltshire's response to the government's Troubled Families Project
- Project Inspire – a Youth Action Wiltshire and Community First initiative that has been extended to provide a further 62 education, employment and training opportunities for 13-17 year olds at risk of offending
- U-Turn – a Swindon restorative service initiative - that helped 85 young people break their alcohol and drug misuse habits last year



The LIFE project is helping troubled families



- Neighbourhood Justice Panels, which are bringing offenders into facilitated conference sessions with their victims, making them face up to the human consequences of their offences and agree Anti-Social Behaviour Contracts as part of the reparation process
- Erlestoke Prison's Healthy Trainer scheme, which has trained four cohorts of prisoners to Level 3 City and Guilds Health Trainer Certificate standard and will enhance their chances of finding gainful employment upon release
- Prison Gate Advocacy and Resettlement Services such as those provided by Doorway in Chippenham and Threshold Link in Swindon
- Drug and alcohol treatment services.

Initiatives that are in the pipeline include:

- The government's forthcoming legislation that will introduce a much simplified legislative landscape for Criminal Behaviour Orders, which apply after conviction; Crime Prevention Injunctions, which are civil rather than criminal sanctions and therefore have a lower burden of proof; Community Protection Orders and new police 'direction' powers. These will make it easier for the police and other agencies to prevent and sanction anti-social behaviour without having to go down a criminal justice route
- The introduction of a punitive requirement in all community orders
- Alcohol abstinence schemes, monitored by regular breath tests
- Extended use of curfews and electronic monitoring
- Powers to speed up the eviction of anti-social tenants
- Introduction of a 'Community Trigger', which will allow a group of at least five people from five different households to force public sector agencies to act if they have failed to act after three previous separate reports about the same issue.



Key new initiatives to help deliver my objectives:

I am very supportive both of all the local initiatives that are already happening and the government's general direction. In general terms however I wish to shift the balance further in favour of restorative justice outcomes, local resolution and re-education and rehabilitation. I will therefore be looking to commission more of these types of services. There are however a number of specific areas where I wish to focus during the early part of my term in office.

1. I will work with our two local authorities, Wiltshire Police, the judiciary and Community Area Boards / Localities to ensure that restorative justice sanctions become the default for offences suited to restorative justice and that both victims and their communities are involved in this process through initiatives, such as Youth Offender Panels and Neighbourhood Justice Panels. Such an approach brings home to offenders the human consequences of their offending and is, in my opinion, a key contributor to breaking cycles of offending. My aim is



2. I will continue to invest in Youth Offending Services but will look for the best practice from Wiltshire Council to be adopted by Swindon and vice-versa, so that young people in both part of the county can benefit from the innovative practice that already exists
3. Alcohol is a factor in far too many crimes and anti-social behaviour incidents. In addition to treatment services I will commission a firmer crackdown on licensed premises that abuse their position of social responsibility
4. People leaving prison sometimes find that the only

- support networks available to them are the old ones, which contributed to putting them in prison in the first place. I will therefore commission more Prison Gate Advocacy schemes from the local community and voluntary sector to help give all those leaving prison a viable alternative to reverting to a life of crime
5. There is currently insufficient focus upon rehabilitation and re-education of offenders in domestic violence cases. Hampshire Constabulary is currently trialling a programme, which offers offenders in lower level domestic violence incidents the opportunity to take part in educational workshops that make them realise the harm that domestic violence causes. If the Hampshire trial proves to be successful, I plan to commission a similar type of programme for Wiltshire
6. I will establish a £1 million innovation fund to pump-prime community initiatives that help me advance the objectives set out in this plan.



Case study: Knowing when to say “sorry”

In the summer of 2011 Wiltshire Police were looking to question a ‘John Smith’ in connection with the theft and handling of some motor parts.

Unfortunately the Force arrested the wrong ‘John Smith’. When the mistake was realised a few hours later, ‘John Smith’ was released from custody. John was understandably very unhappy with being arrested and complained, saying that it was an unlawful arrest. The Force, correctly in law, argued that the arrest had not been unlawful because it had legitimate reasons to be looking for a ‘John Smith’ and these two ‘John Smiths’ happened to live in the same area and drive similar cars.

Although this may have been the case, the Force had still arrested the wrong man and should have apologised immediately. In this case an apology was not forthcoming for many months and the incorrectly arrested John Smith became increasingly angry with the organisation’s response.

Driving up standards of customer service

As I emphasise in the opening chapters of this plan, policing and crime prevention can only be successful with the co-operation and support of the public. Not only do I want the co-operation and support of the public however. I want communities’ active engagement as well.

If communities are to feel engaged and keen to support policing, they need to find every interaction they have with the police or one of our criminal justice partners both professional and customer-focused. Many commercial organisations pride themselves on going beyond expectations and achieving almost flawless levels of customer service. In my opinion, the police and other criminal justice partners should be no different. And when we get it wrong, we should be quick to apologise and put things right.



So what do the public currently think of policing and crime services?

- 95% of people say that the police in Wiltshire and Swindon “would treat you with respect if you came into contact with them” (December 2012 Residents’ Survey)
- 88% of people in Wiltshire and Swindon have overall confidence in the police and 87% believe that the police understand and deal with the issues that matter to the community (December 2012 Residents’ Survey)
- 43% of the public nationally are confident that the criminal justice system is effective. 60% feel it is fair (Government ‘Swift and Sure’ White Paper 2012)
- 34% of victims and witnesses nationally do not feel they are kept sufficiently well informed.

And how are the services performing?

- 93.3% of police immediate response calls were attended within 15 minutes (urban) and 20 minutes (rural) – compared to a target of 87%



- 85.8% of police priority response calls were attended within 60 minutes – compared to a target of 85%
- 90.4% of police emergency (999) calls were answered within 10 seconds – compared to a target of 90%
- 93.4% of police non-emergency (101) calls were answered within 30 seconds – compared to a target of 95%

- 55.4% of police Crime Recording and Incident Bureau calls were answered within 30 seconds – compared to a target of 75%
- 8% of crime and incident data entries had to be corrected
- 95% of Criminal Records Bureau checks were completed by Wiltshire Police within national service level agreement target times
- It took on average six weeks to grant or renew a firearms licence
- 80% of police information requests were answered within target response timescales
- Wiltshire Police received 419 complaints from members of the public between 1 April 2011 and 31 March 2012
- The average time between offence and sentence in Wiltshire courts is 17.5 weeks
- 34% of victims feel that they are kept insufficiently informed during the progress of a criminal justice case.

Source: Wiltshire Police Performance Statistics April to November 2012

Conclusions

What is evident to me from the information (left) the following:

- Overall Wiltshire Police inspires high levels of confidence from the majority of the population. This is a firm foundation upon which to build
- When it comes to responding to emergencies, Wiltshire Police consistently performs well
- For initial contact in respect of non-emergencies, Wiltshire Police also performs well. However, when the call moves to the Crime Recording and Incident Bureau, where members of the public go through the details of their non-emergency crimes and incidents, performance drops considerably, with callers sometimes experiencing significant delays
- In some of the more transactional areas e.g. undertaking Criminal Records Bureau checks, responding to information requests and granting firearms licences, performance is inconsistent and in many cases current processes can take too long
- Wiltshire Police receives more than average complaints for a police force of Wiltshire's size, particularly for cases of incivility and is currently missing its targets in terms of response and resolution times
- Occasionally procedural correctness gets in the way of common sense customer service
- Data quality is still not good enough. An eight per cent error rate is too high at initial input and requires significant resources to correct
- The broader criminal justice service often takes far too long between offence and sentence and leaves a significant proportion of witnesses feeling insufficiently informed.



My objectives:

My objectives for driving up customer service standards are as follows:

1. For Wiltshire Police to consistently achieve its call performance targets for non-emergency as well as emergency calls, with particular emphasis upon the Crime Recording and Incident Bureau arena, where delays are currently most common
2. For Wiltshire Police to receive fewer complaints, especially for incivility; for the Force's performance in this respect to be in the top quartile for the country and for mediation and local resolution to be the default remedy within the police complaints system
3. For customer satisfaction levels to increase to 95 per cent saying that they rated the service they received as 'good', 'very good' or 'excellent'
4. For common sense to override procedural correctness in cases where the Force has clearly made a mistake and needs to apologise at the outset
5. For transactional processes to be improved and, wherever possible, automated so that delays and processing times can be greatly reduced, thereby allowing target service levels to be achieved in 99 per cent of cases
6. For the criminal justice process to be streamlined, so that the average length of time between offence and sentence or sanction is halved, compared to current levels
7. For initial data quality to be correct first time in at least 99 per cent of cases.



Wiltshire Bobby Van operatives help victims of crime feel secure again

Initiatives that are already making a difference include:

There are already a number of initiatives that are making a difference in this area and I am keen to see these continue:

- The introduction within Wiltshire Police of a Values and Behaviours Framework, against which officers and staff will be

assessed, and which promotes high levels of customer service

- A move towards more restorative justice outcomes involving offenders making suitable reparation to victims and their communities
- The creation of a refreshed data quality action plan.

Initiatives that are in the pipeline include:

- Significant improvements to the Criminal Justice System, as set out in chapter seven (Putting victims and witnesses first)
- A 'Systems Thinking' Review of the whole crime and incident recording process in order to minimise the information that members of the public are asked to provide and ensure that the information is only requested once. This is hugely important work and I wish to see this accelerated, so that it reports its recommendations by the end of September 2013 at the very latest
- Investment in an eCommerce

platform, initiated by Wiltshire on behalf of the National Police Improvement Agency and a consortium of 25 police forces, that will allow members of the public to transact online for services, such as firearms licensing and information requests, and deliver significant process and time improvements.



Key new initiatives to help deliver my objectives:

I have set out below a number of specific new initiatives, which I will commission and implement during my term in office in order to drive up standards of customer service. Owing to the cross-cutting priorities featuring in this plan, some of these initiatives will also feature in other chapters. This is cross-referenced where this is the case.

1. I will commission a series of service reviews centred around the needs of our customers. Specific reviews already covered in this plan include Systems Thinking Reviews into anti-social behaviour, public protection, victims' pathways and the police force's customer contact / crime recording and incident bureau processes. Each will involve members of the public as the customer voice and I will look to enlist the help of existing citizen panels in both local authority areas to do this
2. I will commission the introduction of a Customer Relationship Management system and approach for Wiltshire Police. This features prominently in chapter six 'Protecting the most vulnerable in society' due to its importance in helping to identify both patterns of calls for assistance and those who are most vulnerable. However it is also a key tool in improving general levels of customer service because, by leveraging such a system from either or preferably both of our local authority partners and being able to create one consolidated picture of what our customers are contacting us about (as set out in chapter six), we will be able to



3. I will look to introduce a joined up 999 and 101 service covering our two local authorities, Wiltshire Police and the Fire and Rescue Service. This also features prominently in chapter six from a vulnerability perspective but is equally important in terms of giving members of the public just two numbers to remember and being able to access a number of different services through it. Again this is a complicated piece of work but I think that we have a realistic chance of seeing this come to fruition by the end of March 2016
4. I will define minimum standards of information (detail and frequency) to be provided to victims and witnesses from the point of the crime or incident right up to three months after the case has either been resolved or has completed its cycle through the criminal justice system (further detail in chapter seven)
5. I will create both a Customer and a Victim Charter, in which I will clearly set out the levels of service that members of the public can expect from the services I commission on their behalf. This is an important piece of work and I plan to have the first version of this in place by September 2013
6. I will look for Wiltshire Police to make much more use of online and digital channels. I am delighted to see that the national eCommerce initiative, which was started by Wiltshire, is now in the pipeline. However I wish to see this expanded as quickly as possible to as many transactional processes as possible, including firearms licensing, online recruitment, vetting, information requests and potentially areas of business such as Neighbourhood Watch and crime reporting. The Cabinet Office's 'Digital by Default' strategy is clearly the direction of travel for the Ministry of Justice and it equally needs

to be a cornerstone in policing. I will therefore be commissioning a roadmap for this development to be completed by the end of 2013

7. I will commission the inclusion of specific customer care and data quality modules in all officer and staff training
8. I will ask the Chief Constable to collect customer email addresses and mobile telephone numbers when they contact us and implement a system where the Force routinely and electronically solicits feedback about the quality of service customers receive
9. I will scrutinise the police complaints system so that I can see whether the customer care elements of training are having an impact and whether those providing services on my behalf are dealing with customers in a common sense and customer-focused way. I am appointing an independent adjudicator to perform this function
10. I will work with Wiltshire Police, the judiciary and Victim Support to ensure that the reforms set out in the government's White Paper with regards to 'Swift and Sure Justice' achieve the objectives I have set with regards to halving average process times.



Using email to solicit feedback about the quality of service customers receive



Key facts:

- Wiltshire Police receives approximately 84,000 emergency (999) calls a year, 67,500 of which require resources to be dispatched to them
- Over 90% of these calls are consistently answered within the target time of 10 seconds
- Resources arrive on scene within target times (15 minutes urban / 20 minutes rural) over 93% of the time.



Public Support Units can be called on to help police large demonstrations or events across the country

Ensuring unfailing and timely response to calls for assistance

This is probably the area that members of the public most associate with policing: the fast and assured response to a call for assistance; one that normally arrives with flashing blue lights and quickly takes control of the situation. It is also one which consistently delivers high performance. Whether it is in initial response, resource dispatch or attendance, Wiltshire Police consistently exceeds its performance targets, answering a 999 call in less than 10 seconds and arriving at the scene within 15 minutes in urban areas and 20 minutes within more rural ones.

In my manifesto I made a commitment to maintain front line officer strength. The public can therefore rest assured that Wiltshire Police will receive the resources it needs to maintain this consistently high level of performance.

At the same time we cannot overlook Wiltshire Police's responsibilities as part of wider UK policing and as part of the government's national and strategic policing requirements. Most members of the public will probably know that Wiltshire was required to provide resources for policing the Olympics, both in London and in Dorset. Similarly, when there are large-scale murder investigations or missing person enquiries, the police force in whose area the enquiry is taking place, will often call for additional resources from its neighbours. What is probably less well known is that all police forces are required to maintain a certain number of Public Support Units to

help police large demonstrations or events such as G8 summits. And all police forces take it in turns to be on call to provide a 'Casualty Bureau' service for the Foreign and Commonwealth Office. These are used when there are disasters overseas, e.g. plane crashes or tsunamis, and members of the public need to find out information about family, friends or relatives in the affected areas. Again I give my total commitment that there will be sufficient resources to fulfil all these obligations.

In some cases however the best way to fulfil these obligations is through shared or collaborative ventures with other police forces. I am delighted to say that Wiltshire has been at the forefront of policing collaboration in the South West region and is already deriving significant benefits from it. Examples include Zephyr, also covered in chapter six, which is the South West region's



dedicated serious and organised crime capability which has been successful in dismantling a number of organised crime groups, as well

as recovering significant amounts of money and other assets through the Proceeds of Crime Act 2002. Likewise there is Brunel, which is an Avon and Somerset / Wiltshire collaboration for major crime such as murders and stranger rapes. Under this arrangement major crimes in either police force area are investigated through a combined Major Investigation Team capability. This has provided significant additional resilience, allowing Wiltshire to cope much better with a number of major incidents at the same time, as well as providing additional capacity for 'cold case' reviews.

Victim Support's corporate strategy is based upon 'providing services that will meet local need but draw upon national strength.' This will also be my approach in Wiltshire. Service delivery will always be local but, where it is either more efficient or resilient to organise it on shared or collaborative lines, this is what I will commission.

Initiatives that are already making a difference include:

- Zephyr – the South West region's serious and organised crime capability
- Brunel – Avon and Somerset / Wiltshire's combined capability for major crime investigations and counter-terrorism.

Initiatives that are in the pipeline include:

- Plans to place more specialist crime capabilities and assets into regional consortia
- The creation of a tri-force (Avon & Somerset, Gloucestershire and Wiltshire) firearms training service and supporting range
- The creation of a tri-force (Avon & Somerset, Gloucestershire and Wiltshire) specialist operations unit covering specialisms, such as armed response, dog handling units and roads policing.

Key initiatives to help deliver my objectives:

Many of the initiatives that I will be progressing to achieve my objectives in this area are already in progress. However I have replicated those about which I feel most strongly below.

1. I will press for an expansion of regional protective services capability, in order to maximise the synergies between forces and reduce duplication, but with clear and consistent governance arrangements and accountability to local Commissioners, where each participating Commissioner has an equal voice
2. I will press for the creation of at least a tri-force (Avon & Somerset, Gloucestershire and Wiltshire) specialist operations unit covering armed response, dog handling and road policing with appropriate operating bases in each participating police force area
3. I will invest in the next generation of mobile information solutions for Wiltshire Police and expect to see significant additional public benefits as a result. I pay tribute to the significant visibility and productivity benefits achieved with the current mobile information solution but there are further benefits to be obtained and I want to see mobile information, geographical mapping and intelligent tasking optimised so that police patrols are consistently in the right place at the right time.



My objectives for this area of activity are very simple. They are:

1. To ensure that Wiltshire Police consistently meets its target response times
2. To ensure that Wiltshire can meet its national and strategic policing requirement commitments
3. To ensure that Wiltshire has the capacity and capability, either on an individual or shared basis, to deal with both major crime incidents and the threats posed by serious and organised crime.

Unlocking the resources to deliver

Key facts:

- As Commissioner, I will receive approximately £106.7 million in grant funding and council tax in 2013-14 to commission police and crime-related services
- Wiltshire in 2012-13 had the 17th lowest police council tax precept in the country and the lowest in the South West region. A band D council tax property (middle band) was charged £157.77 per year for policing services and the charge will remain at this level for 2013-14. This is about £40 less than neighbouring Gloucestershire, which in 2013-14 set its band D precept at £199.69.



As readers will know, the precarious state of the global economy and burgeoning levels of debt in Western economies have forced the government to introduce significant austerity measures, both for individuals and public sector agencies. This has led to significant pressures across the range of services I will be commissioning, such as through reduced levels of donations to charitable organisations or grant reductions for public agencies.

Wiltshire Police, for example, has had to make budget reductions of £8 million during the last two years and will need to make further budget reductions of approximately £13 million between now and 31 March 2016. On a base budget of just over £100 million per year, these are significant reductions and will amount to a 21 per cent real terms reduction in funding over five years. The Fire and Rescue Service has been affected similarly and our two local authority partners have faced even larger funding reductions, translating to real terms reductions of over 30 per cent over the same period. Charities have seen their donations reduce by 20 per cent in just one year (2011-12 compared to 2010-11).

Even with these savings the country remains in debt and further funding reductions are inevitably on their way. At the same time the average age of the population is increasing and demand for services continues to rise.

Despite all of this, our two local authorities are still performing strongly and really energising their communities to meet the challenges that lie ahead. Crime has reduced

and people are feeling safer. The Fire and Rescue Service has been successful in reducing demand even further, largely through targeted community engagement and education. And, as set out earlier in this plan, volunteering remains particularly strong in Wiltshire and Swindon. Rather than feeling despondent about the funding reductions ahead therefore, I relish the challenge and have no doubt that we can continue to deliver better outcomes with fewer resources. However, I need the active support and engagement of you, our communities, to help me do this.

I am confident that I will receive this support and, in line with my election pledge, confirm that there will be no police council tax increase in 2013-14. This means that the policing element of council tax for a Band D property in Wiltshire and Swindon will remain at £157.77 for the financial year starting on 1 April 2013. That's just 43 pence a day per Band D property or 15 pence a day for each man, woman or child in the county. With this being the lowest police council tax in the South West region, I hope that you will agree that this represents fantastic value for money.



Working in partnership with public agencies

On the previous page I point to the fact that Wiltshire Police and its partner agencies have continued to perform strongly. This is no accident. Testing financial times require us all to think differently, share services where we might not otherwise have done so and be much more focused in where we put our resources. This not only provides better value for money but also allows agencies to rethink and improve their services.

It is very easy for organisations to carry on doing things in the same way. In a world moving as quickly as ours does however, this is unlikely to be a sustainable or desirable option.

Fundamentally the state of the country's finances leaves public agencies with two choices:

- a) continue to do the same things they have done for many years but spread more thinly or
- b) seek smarter ways of supporting communities' needs.

I am delighted to say that our public agencies have recognised that the only sustainable choice is the latter.

To deliver this plan I need to ensure that every penny entrusted to me is used to deliver positive and sustainable outcomes. With this in mind, I have set the following objectives for my term in office.

My objectives:

1. To ensure that all services are redesigned around customer needs, stripping out activities that add no value to the customer and concentrating upon those that do



Wiltshire has the lowest police council tax in the South West region

- this is the 'Systems Thinking' approach
- 2. To invest in services and interventions that can be shown to work in the longer term rather than those that merely act as sticking plasters
- 3. To invest more in preventative services rather than those that pick up the pieces at greater cost further down the line
- 4. To do things once in partnership rather than multiple times in isolation



Wiltshire Council website

5. To emulate the commercial sector much more by providing greater and more cost-effective access to services, often online

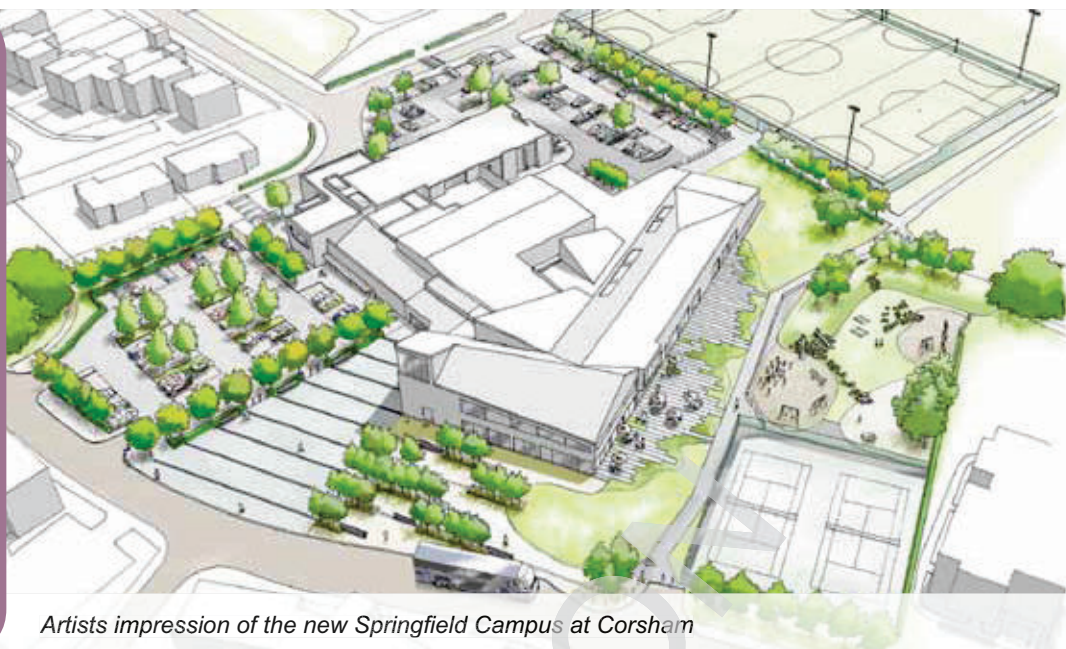


Swindon Borough Council website

6. To stimulate our communities to help themselves more by giving them the support and confidence to trial initiatives that add most value to them.

Case study: Streamlining court processes and a systems thinking approach

A recent Northumbria Criminal Justice Board review discovered that there were 53 separate steps across the police, the prosecution and the courts in prosecuting cases of common assault through the Magistrates' Courts and that on average the process took 15 weeks and six days, of which only six hours and four minutes was actual work in progress.



Artists impression of the new Springfield Campus at Corsham

Initiatives that are already making a difference include:

- Zephyr – the South West region's serious and organised crime capability
- Brunel – Avon and Somerset / Wiltshire's combined capability for major crime investigations and counter-terrorism
- The South West Procurement Department, which, working alongside a private sector company, is delivering millions of pounds of savings through smarter procurement, demand management and contract management
- The recent redesign of Wiltshire Police shift patterns, which has produced a much closer fit between service demand and resource availability
- The rollout of a comprehensive mobile information solution within Wiltshire Police enabling officers to spend over 90 per cent of their time out and visible within communities, rather than tied to a computer in the police station
- The creation of Joint Strategic Assessments for both Wiltshire and Swindon
- The introduction of Neighbourhood Justice Panels in Swindon, which are producing much more sustainable restorative justice outcomes for offenders, victims and communities
- The extension of Wiltshire Council's 'Systems Thinking' initiative to Wiltshire Police, which is being used to review areas of business such as customer access, community safety and anti-social behaviour, as well as people services and criminal justice
- The co-location of Chippenham's neighbourhood policing team with local authority services in Monkton Park, a move that is already delivering significant operational benefits and which, when augmented with response resources in February 2013, will allow future vacation and sale of the current Chippenham police station site. This will free up significant capital and revenue resources for reinvestment in more preventative and proactive services
- The co-location of some of Wiltshire Police's and Wiltshire Council's Safeguarding / Public Protection resources to improve joint decision making in respect of vulnerable people
- The interchange between Wiltshire Council and Wiltshire Police of project management and ICT staff in order to share best practice and identify synergies between the two organisations.



Initiatives that are in the pipeline include:

- Plans to place more specialist crime capabilities and assets into regional consortia, thereby reducing duplication and freeing up resources for other initiatives
- The Creation of a tri-force (Avon & Somerset, Gloucestershire and Wiltshire) firearms training service and supporting firearms range.
- The creation of a tri-force (Avon & Somerset, Gloucestershire and Wiltshire) specialist operations unit covering specialisms such as armed response, dog handling units and roads policing
- The development of community campuses across Wiltshire starting with Corsham
- The creation of an integrated reception / front desk service at Monkton Park in Chippenham
- The production of a single Wiltshire Council / Wiltshire Police estate and ICT blueprint, designed to produce a much more customer-focused and efficient supporting infrastructure
- The introduction of the government's 'Swift and Sure' Criminal Justice reforms, which include an expansion in the ability to give evidence by video link, thereby freeing up significant amounts of police officer time
- Investment in an eCommerce platform, initiated by Wiltshire on behalf of the National Police Improvement Agency and a consortium of 25 police forces, that will allow members of the public to transact online for services such as firearms licensing and information requests and deliver significant process and time improvements.

These are very important foundations but in many ways, especially at the local level, they only just scratch the surface of what will need to be achieved in the longer term.

The future needs to be integration of services rather than co-location of them, informed by much more

sophisticated measures of demand and much more imaginative ways of fulfilling it. This means working from the customer backwards, asking what the customer really needs, how best those needs can be fulfilled and then ensuring that the teams doing the job have access to the information and tools necessary to do it effectively and, wherever possible, without the need for repeat treatment.



Monkton Park in Chippenham

This is why the new initiatives I have set out below are some of the boldest in this plan. I make no apology for this. Tough challenges need bold solutions.

Key new initiatives to help deliver my objectives:

1. I will place a much greater emphasis on volunteering, as set out in initiatives five to eight of chapter five.
2. I will look for Wiltshire Police to make much more use of online and digital channels. I am delighted to see that the national eCommerce initiative, which was started by Wiltshire, is now in the pipeline. However I wish to see this expanded as quickly as possible to as many transactional processes as possible, including firearms licensing, online recruitment, vetting, information requests and potentially areas of business such as Neighbourhood Watch and crime reporting. The Cabinet Office's 'Digital by Default' strategy is clearly the

direction of travel for the Ministry of Justice and it equally needs to be a cornerstone in policing. I will therefore be commissioning a



3. I wish to reiterate my commitment to the current Wiltshire Council campus programme and my expectation that we will see an integrated Safer Community Team and reception / front desk service operating from each one.
4. I will commission 'Systems Thinking' reviews of the entire police and crime value chain, working with customers to redesign services that really add value. I want to see this as the default approach and will only be investing in organisations that can demonstrate this to be the bedrock of their service offerings.



Analysing the effectiveness of different policing interventions

5. I want to see 'evidence-based' policing become the norm across Wiltshire and Swindon. There needs to be far more analysis of the effectiveness of different policing interventions and I will expect to see this as a core competency of all Wiltshire Police's senior management by March 2015. I also expect to see interventions endorsed by the College of Policing e.g. targeted hotspots policing trialled and introduced in this county
6. I want to see restorative justice outcomes become much more common. Wiltshire is ahead of current national targets. However these targets are currently too low. Based upon my initial analysis of police detections and disposals, I will be commissioning a service from Wiltshire Police that delivers at least 70 per cent of all detections as 'out of court' disposals and at least two-thirds of these 'out of court' disposals incorporating a restorative justice outcome agreed with the local community and victim. I expect to see significant administrative and 'file building' resources to be freed up as a consequence, which can then be re-invested in more preventative services
7. There is no place for disjointed change programmes between key delivery partners in the policing and community safety sectors. As I have set out in my chapter on reducing crime and anti-social behaviour, I

see a future of integrated Safer Community Teams. To deliver these, each operating from either a campus or locality, we need one combined change programme, which spans Wiltshire Police and Wiltshire and Swindon local authorities. I will therefore be proposing that it is time to combine the 'business improvement and change' resources of Wiltshire Police with those of Wiltshire Council and preferably also those of Swindon Borough Council. From 1 April 2013 therefore I will be commissioning police and crime project management capability from Wiltshire Council and will be transferring all current Wiltshire Police project management resources to Wiltshire Council

8. I see significant potential from the consolidation of 'back office' support functions between Wiltshire Police, Wiltshire Council and Swindon Borough Council. Whilst recognising that this is not something to be undertaken lightly, I will commission the production of a business case to determine whether a range of 'back office' and support functions could be delivered more cost effectively across a consortium of these agencies and

maybe others

9. I want to see Wiltshire Police derive significant additional benefits from the next generation of mobile information solutions. I pay tribute to the significant visibility and productivity benefits achieved with the current mobile information solution but there are further benefits to be obtained, especially where completing a process out in the field can eliminate back office processes altogether
10. I also want to see more single crewing of police patrols where it is safe to do so and for officers to spend more time on foot in order to maximise engagement with members of the public
11. I believe that there are also significant synergies to be gained from further consolidation of specialist policing support services. Forensics is one example and I will be pressing for a much more ambitious approach than before to forensics collaboration across the South West region
12. To stimulate community engagement and prevention activities, I will be creating a one-off investment fund of £1 million, drawn from existing reserves, which I will use to commission and pump-prime innovative new prevention-orientated services. This will then help to inform the commissioning strategy of both myself and my local authority partners.



Joining up project management resources

Wiltshire Police service level commitments for 2013-14

My Objective to drive up standards of customer service will be reflected in a new performance scorecard.

1. Call performance targets for non-emergency as well as emergency calls are being developed. There will be particular emphasis upon the Crime Recording and Incident Bureau arena, where delays have occurred in the past.
2. I want Wiltshire Police to receive fewer complaints, especially for incivility. There is no reason why the Constabulary should not be in the top 25% in the country. We are, after all, a particularly civil society. I want mediation and local resolution to be the default remedy within the police complaints system.
3. Common sense must prevail. Where the Constabulary has clearly made a mistake and needs to apologise, it must do this at the outset
4. Customer satisfaction levels must increase so that 95% say that they rated the service they received as good or better.

Service level measures				
Group	Measure	Actual (estimated)	Standard I will set	
CUSTOMER JOURNEY	Visibility	Proportion of the public that are satisfied with police visibility	62%	To be added after consultation
	Contacting us	999 calls answered within 10 seconds	92%	To be added after consultation
		101 to report crime - calls answered within 30 seconds	64%	To be added after consultation
	Dealing with an incident	Immediate response to emergencies	93%	To be added after consultation
		Satisfaction with being kept informed after reporting an incident	84%	To be added after consultation
		Satisfaction of victims with how an incident is investigated	80%	To be added after consultation
	Making a complaint	Number of complaints of incivility, impoliteness and intolerance	128	To be added after consultation
		Number of days to finalise a complaint made against Wiltshire Police	54 days	To be added after consultation
	Outcomes	Failed prosecutions due to quality of police action	New measure	To be added after consultation
		Percentage of victims referred to Victim Support	New measure	To be added after consultation
Percentage of victims of burglary receiving follow up visit		New measure	To be added after consultation	
Satisfaction of victims with the whole experience after reporting an incident to Wiltshire Police		85%	To be added after consultation	

Delivering performance - holding the Chief Constable and other delivery agents to account

In the previous chapter I have set out some of the major service standards that members of the public can expect from policing and crime services during my first year in office. Before the election of Commissioners, police authorities had the task of monitoring service standards and providing overall scrutiny and governance over the performance of police forces. The police authority therefore held the police force and the Chief Constable to account. Now this role falls to me.

The role of a Police and Crime Commissioner however is broader than that of my predecessor police authority. The first reason is that, in police and crime, the scope is broader. From April 2013, for example, I will be commissioning services from Wiltshire and Swindon's Youth Offending Services. As part of the government's criminal justice reforms, I will soon be responsible for the commissioning of local Victim Support Services. There is talk of commissioning probation services in the future and I will be establishing an 'innovation fund'. I will also soon be commissioning services from community and voluntary groups.

The second reason is that it is a commissioning role. Although it will take 12 months to move to a true commissioning framework, my job is to specify a clear set of outputs and outcomes for each service I commission and agree a price for it. If the specification is not met, the price is adjusted accordingly. If, for example, I commission a certain number of Safer Community Team 'policing' hours for a community and the Force is unable to deliver these, the price I pay for the service will be discounted to reflect the under-delivery and I can then look to commission an alternative service, perhaps from the community itself, to make up

for the shortfall. I believe that this commissioning approach will help to give communities more say over local policing and crime priorities and make the service delivery more accountable to them.

There is of course a danger that commissioning brings with it an administrative overhead that can detract from frontline service delivery. I am determined that this should not be the case. I will therefore be working with my local authority and health partners to dovetail with their existing commissioning and monitoring arrangements. This means I will be able to minimise cost whilst ensuring that communities are able to see the level of service they should be receiving, have an opportunity to shape those services and receive proper recourse if those services are not forthcoming.

I, or a member of my team, will be a regular attendee at community area boards and I will be encouraging communities to play an active role in my commissioning and monitoring activities.

Holding the Commissioner to account



I must also mention the important function of the Police and Crime Panel. This is a panel of elected councillors from Wiltshire and Swindon and two co-opted independent members, whose job it is to scrutinise my decisions and hold me to account. If therefore any member of the public or a community Area Board or Locality is unhappy with any of my decisions, there is a scrutiny avenue available through the Police and Crime Panel.

Our future in our hands – come and get involved



I cannot emphasise enough how important communities and the individuals within them are to the success of policing and crime prevention. Hopefully this message jumps out of every chapter of this plan. ‘Partnership, pro-activity and prevention’ – these will be the watchwords of my tenure as Police and Crime Commissioner and I want as many of you as possible to get involved.

I and my team have already received a very warm welcome from all of the county’s Community Area Boards and Swindon Localities. As I have from the many other groups and associations I have met in my first few months as Commissioner. I would also like to thank the hundred or so people who gave up their time recently to attend one of my community and voluntary sector workshops, where we discussed various themes within this plan and helped shape many of the initiatives within it. My ongoing dialogue with all of you will be crucial to making communities feel safer and be safer, as well as improving the police and crime services you receive. But it will not just be words. As set out in my chapter on ‘Unlocking resources’, I am serious about putting significant amounts of my resources into community budgets and giving communities a much greater say in how police and crime funds are spent. I am also serious about doing things differently and am looking for community groups and voluntary sector agencies to come forward with new ideas and schemes that will make a lasting difference to community safety. This is why I am setting aside a one-off Innovation Fund and will be inviting bids over the coming months.

At the same time I will be urging communities to keep on doing the things that are already making a difference, such as Street Watch, Community Speed Watch, a reinvigorated Neighbourhood Watch and other initiatives such as the ‘Safe Place’ and ‘Good Neighbour’ schemes, where communities take greater responsibility for the vulnerable within their communities. My message is simple: “I need you to continue giving your time and enthusiasm but in return I will make available pump-priming grants and only commission services that help rather than hinder your community efforts.”

Victims need a special voice as well. This is why, as set out in my chapter on ‘Putting victims and witnesses first’, I will be establishing a Victims’ Forum, co-ordinated by Victim Support. This will provide me with regular feedback, help me design and test new services and provide independent assessment of service delivery on the ground.

I also have responsibility for Custody Visiting and I am always looking for more Custody Visitors who undertake regular inspections of the custody environment.

These are just some of the ways I am looking to engage communities. I know that I will have left gaps. This is why I want you to engage me in the conversations that mean most to you and in the ways most convenient to you.

So, if you have something to contribute, I want to hear from you. You can find out lots of different ways to contact me in the final appendix to this plan. Come and find me at a community meeting, make contact through my office or my website or, better still, invite me for a cup of tea, so that I can see your group’s work in action.

It’s our future and our communities. I firmly believe that our glass is half full rather than half empty. Together we can make a real difference. Together we can build strong communities with less crime and anti-social behaviour.

Angus Macpherson
Police and Crime Commissioner
for Wiltshire and Swindon

Appendix A

Key statistics - population, performance and workforce

Key Population Statistics:

	Total numbers	0-14 yrs numbers	0-14 yrs percentage	15-64 yrs numbers	15-64 yrs percentage	65+ yrs numbers	65+ yrs percentage
Wiltshire	470,981	84,848	18.0	300,645	63.8	85,488	18.2
Swindon	209,156	38,789	18.5	141,513	67.7	28,854	13.8
Total	680,137	123,637	18.2	442,158	65.0	114,432	16.8

Source: Census 2011, Office for National Statistics

Recorded crime - release July 2012:

	Total	Violence against the person	Sexual offences	Robbery	Burglary	Burglary in a dwelling	Of-fences against vehicles	Criminal damage
Wiltshire total 12 months to April 2012	36,046	6,624	568	246	4,658	1,342	3,884	6,891
Wiltshire total 12 months to April 2011	37,496	6,983	610	308	5,191	1,636	3,772	7,165
% change from 12 months to April 2011	-3.9%	-5.1%	-6.9%	-20.1%	-10.3%	-18.0%	3.0%	-3.8%
Change in victim numbers	-1,450	-359	-42	-62	-533	-294	112	-274
National change	-2.6%	-7.0%	-0.02%	3.0%	-1.3%	-2.5%	-6.3%	-8.6%

Staffing numbers:

	2012-13 average numbers (full-time equivalents)	2013-14 estimated numbers (full-time equivalents)
Police officers	1,057	1,057
Police Community Support Officers	146	141
Police staff	848	848
Total	2,051	2,046

Appendix B

Finance in the new structure

1. Background
2. Income
3. Reserves
4. Commissioned services
5. Capital expenditure

Background

The changes in the system from police authorities to Police and Crime Commissioners (PCC) brought about a major relationship change. Both the PCC and the Chief Constable are what is known as 'Corporations Sole'. In simple terms we each operate both as individuals and as the office we hold. As part of the way the transition was set up, all the assets and staff were transferred to the Office of the PCC (OPCC). All staff are currently employed by the OPCC but many are under the direction and control of the Chief Constable. It is envisaged that there will be a second stage transfer of staff at some point in the future, and I would want this to happen in the year 2013/14. Along with that transfer there may also be a transfer of assets and reserves from the OPCC to the Constabulary.

Income for 2013 – 14 and beyond

If there is one thing that differentiates the old system and that of Police and Crime Commissioners it is the financial relationship between the office of the Commissioner and that of those who are providing the service.

I am required to prepare a plan for four years, and annually to set a local precept. That is the money that I will collect locally through the council tax. In addition, I receive various grants from central government, the total being the total income that I have for the year. In addition to this I have reserves, as explained below.

I gave an undertaking in the election that I would not increase the precept this year, and so it remains at £157.77 for a band D property. I think this compares very well with the amount charged in neighbouring

counties (Dorset was £180 with 1.95% increase = £183.51, Gloucestershire was £199.69 with 2% increase = £203.68). I will be reviewing the precept at the beginning of each year, in consultation with the public and business communities.

Table 1: Council tax rates for 2013-14 (Policing and crime element)

Band A	£105.18	Band E	£192.83
Band B	£122.71	Band F	£227.89
Band C	£140.24	Band G	£262.95
Band D	£157.77	Band H	£315.54

Some of the grants that are made from central government are only to be used for specific purposes, and in table 2 (overleaf) I have included these.

The Community Safety Funding grant replaces central funding provided for the following initiatives:

- Drug Interventions Programme (DIP)
- DIP Drug Testing Grant
- Community Safety Partnership funding
- Youth crime and substance misuse prevention activities
- Positive Futures
- Communities against gangs, guns and knives
- Ending gang and youth violence programme
- Community Action Against Crime: Innovation Fund
- Safer Future Communities

This is the total income coming to the office from which I am required to commission services to help keep the people of Wiltshire and Swindon safe and to reduce crime and anti-social behaviour.

Appendix B continued

Table 2: Police and Crime Commissioner budget for 2013-14

		£000's
Main central grants	Police grant	41,714
	Department for Communities and Local Government	22,545
	Council tax freeze grant 13/14	363
	Council tax freeze grant 11/12	991
	Community Safety Fund grant	477
	Localisation grant	3,830
		69,920
Local income	Collection fund surplus	488
	Council tax precept	36,287
		36,775
Other central grants	Helicopter Private Finance Initiative (PFI)	303
	Security grant	1,145
	Swindon PFI grant	2,067
		3,515
Other income	Interest receivable	277
	Joint service control room recharge	442
	Operational income	2,562
		3,281
		113,491

In the construct of this new office it was envisaged that other streams of income would be transferred to the OPCC over time so that there would be one central and co-ordinated approach to commissioning services where funding comes from diverse parts of government.

Central funding is expected to reduce in 2014-15. An additional £185m cut from the Home Office budget was announced in the August

2012 statement. This reduction is on top of the continuing cuts in funding announced in the 2010 Comprehensive Spending Review. Latest forecasts suggest that my cash funding may reduce by £3m in 2014-15. When considering inflation this means that, in real terms, I will have £5m less with which to commission services. I have, of course, made the Chief Constable and the other commissioned service providers aware of this position.

Reserves

Reserves may either be ear-marked for a particular purpose or held as a general sum as a matter of prudence to cover unforeseen expenditure. Reserves are defined by CIPFA as;

‘Amounts set aside for purposes falling outside the definition of provisions should be considered as reserves, and transfers to and from them should be distinguished from service expenditure disclosed in the Statement of Accounts. Expenditure should not be charged direct to any reserve. For each reserve established, the purpose, usage and the basis of transactions should be clearly identified. Reserves include earmarked reserves set aside for specific policy purposes and balances which represent resources set aside for purposes such as general contingencies and cash flow management.’

All reserves have been transferred to the Office of the Police and Crime Commissioner, but this is only an interim arrangement. Those reserves which are held against risk should be transferred to the body that holds that risk, and so I will review with the Chief Constable both general and specific reserves

that are held and transfer to him those reserves which are linked to an operational risk he carries.

All the other reserves will be subject to review within the commissioning process. Where additional reserves are thought to be required, sums will be withheld to increase the reserve. However, where I identify reserves which are greater than prudently required, I will look to use them for ‘invest to save’ or ‘pump priming’ initiatives. What I will not do is use reserves to fund recurring expenditure. I am keenly aware of the projected income shortfall expected in future years, and it is for this reason that I have maintained the precept at the current level.

Commissioned Services

It will come as no surprise that the majority of services will be commissioned from the Chief Constable.

Wiltshire Police has had to make savings of £15m over the past few years and it is likely that settlements that I have in future years will be smaller. In consequence, there will be less for me to spend on commissioning services. For that reason,

Table 3: Forecast reserves

Area	Reserve name	Forecast: 31 March 2013 £000's
General reserve	Capital fund reserve (3.5%) *note 1	3,734
Capital	Capital development reserve *note 2	7,883
Contingency and risk	Operational reserve (1%) *note 1	1,067
Contingency and risk	Insurance, ill health, fleet and assets	911
Investment	Regional developments and restructuring	8,141
Partnerships	MAPPAs, road safety and local partnerships *note 3	88
		£21,824

Notes:

1. Funding set aside to cover the major risks following Treasurer and Auditor advice.
2. Funding set aside to assist in the funding of the capital programme to make unnecessary the need to borrow for this purpose.
3. Funds received from partners in Criminal Justice and local authorities for specific statutory functions.

Appendix B continued

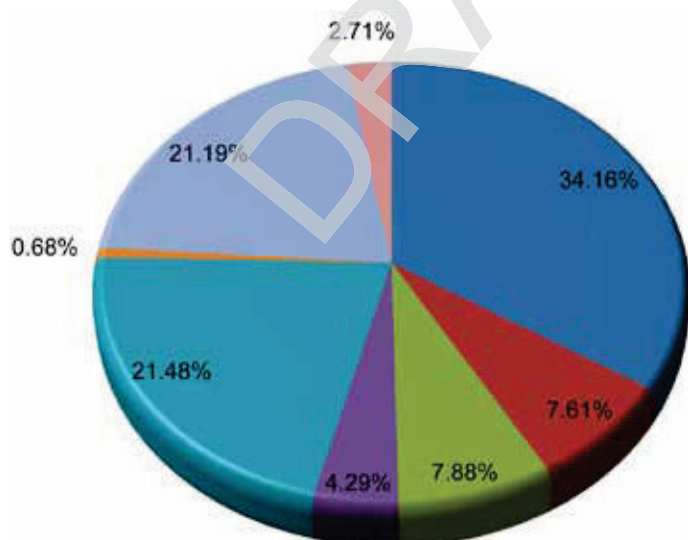
part of the overall plan is to reduce demand for the services of a police force that will be smaller over time. However I am committed to providing sufficient financial resource to the Chief Constable for him to maintain the front line establishment of officers in the current year.

The Chief Constable requires some certainty over the amount of money he will have in 2013/14 and has indicated that to provide the services I wish to commission, he will require £104,779,000. The table below shows a sub-division by percentage of the services to be provided by the Chief Constable:

Table 4: Budget for Element Expected to be Commissioned from Wiltshire Police

	2012/13 (£m)	2013/14 (£m)
Police officers and police staff	88.160	86.712
Training/other employee expenses	1.565	1.500
Premises and transport	9.633	9.610
All other costs	12.124	11.589
Total costs	111.482	109.410
Less income	-9.855	-4.631
Net costs	101.627	104.779

Table 5: Policing budget by activity



Local policing (including dealing with the public)	34.16%
Criminal justice	7.61%
Specialist policing - roads policing, firearms and dogs	7.88%
Intelligence	4.29%
Investigation	21.48%
National policing	0.68%
Back office (including support services)	21.19%
Capital finance and pensions	2.71%

The other bodies which are funded through the OPCC have indicated their requirements to maintain the levels of service they currently have. The amounts I have available have been set nationally, and are shown above in the section 'Income for 2013-14 and beyond'. The amount available for commissioned services in the coming year is therefore:

Chief Constable	£104,779,000 (excluding specific grants)
YOT and Community Safety Partnership	£477,000

The funds available for additional commissioning and the commissioning costs represent the balance.

These all now need to be subject to the commissioning process. It is not realistic to do all this commissioning at once and neither would one want all commissioned service agreements to be co-terminus. I will therefore be setting out a commissioning timetable with those whose funding source has now transferred to the OPCC, and in the interim will be providing funding with agreed outcomes as we move in to the new financial year. This will ensure that there is an orderly transition to the commissioning era. That means commissioning

services to meet the mandate set by you, the public, on the election of a Commissioner.

Capital

As will have been seen from the reserves section (page 51) the PCC holds reserves specifically for capital expenditure. Each year we receive a grant from government which can only be used for capital expenditure. We have no certainly over this figure in the future but it has been in the order of £1m. In addition, in past years an amount has been 'saved' from the expenditure budget in this reserve and this is further augmented by receipts from when capital assets are sold, in the main disposals of parts of the estate.

The reserve can be used for new and replacement vehicles, computers, IT systems and buildings.

You will see from the plan that my view of the estate requirements is developing with my partners in Wiltshire and Swindon. In addition I believe that substantial investment is needed in technology both for the interface with the public and that used by the Chief Constables officers whilst out and about. Just like our own mobile technology, that of the force dates quickly and further substantial investment will be considered during the next four years.

Appendix C

Manifesto commitments and my pledges to you

In my manifesto I made five key commitments:

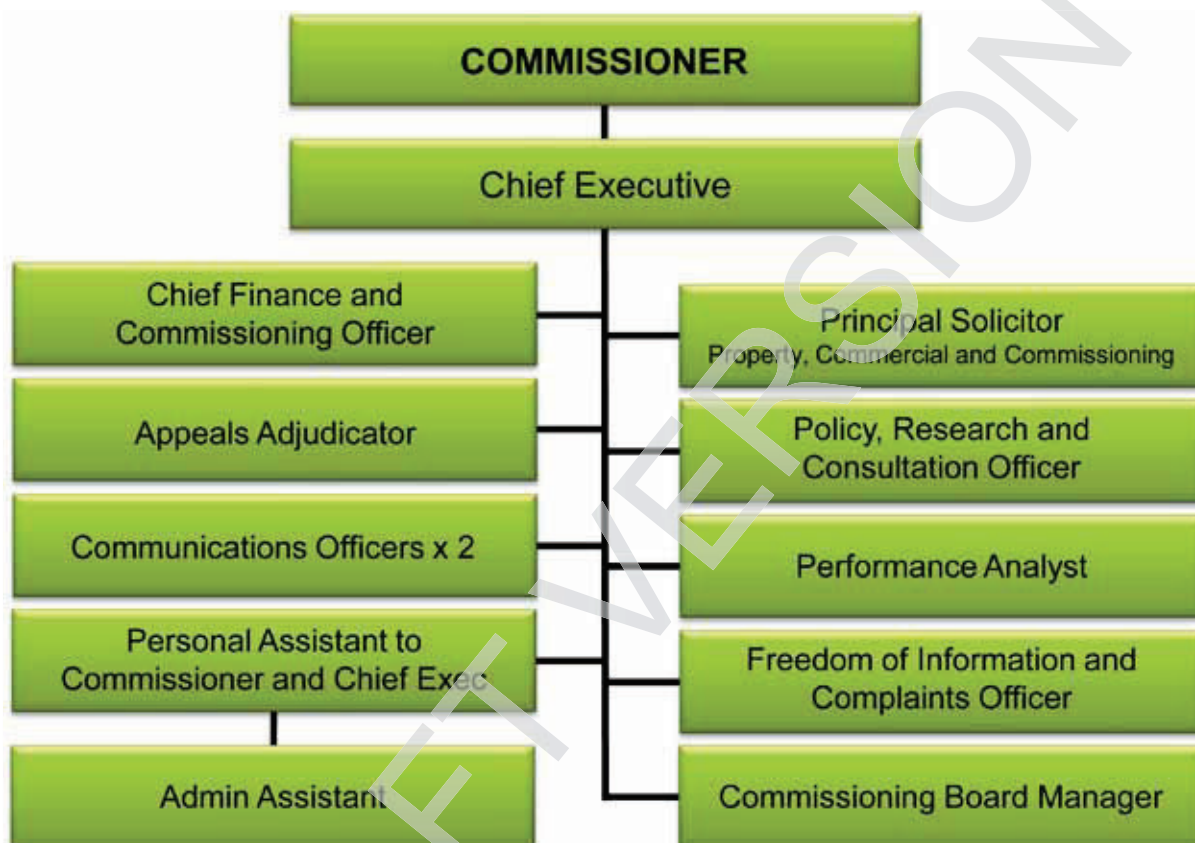
1. Maintaining front line officer strength to combat anti-social behaviour (ASB) and local crime
2. Strengthening neighbourhood teams and their operational links with partner agencies, embedding them in the communities they serve
3. Putting victims at the heart of the criminal justice process and improving services to both victims and witnesses
4. Working with other agencies to protect the most vulnerable in our society
5. Regularly consulting the public and ensuring effective communication with the public, which both I as Commissioner and the police serve.

Further pledges to you:

1. I will place great emphasis upon communities and community leadership, listening to your views on the best ways to maintain law and order and commissioning services to help you achieve it
2. I will do everything I can to encourage volunteering, either through individuals joining the police force as Special Constables, or communities sustaining vital voluntary schemes such as Street Watch, Neighbourhood Watch or Community Speed Watch
3. I will place great emphasis upon restorative justice outcomes and, wherever possible, give victims and communities a much greater say in the sanctions and punishments given to offenders. At the same time I will seek to commission services that help communities reduce offending in the first place
4. Offenders and particularly those who re-offend need alternatives. I will therefore commission services to help people stop their offending behaviour and become assets to, rather than problems, within their communities
5. I will prioritise action to improve the standards of customer service given to all those who receive policing and crime-related services
6. I will always remain conscious of the financial challenges posed by the current economic climate and pledge that any increases in the policing element of council tax during my term in office are justified by tangible additional benefits to communities.

Appendix D

The initial proposed structure for the Office of the Police and Crime Commissioner



Salary cost of proposed PCC office

Post	Salary
Police and Crime Commissioner	70,000
Chief Executive	93,546
Treasurer	76,808
Principal Solicitor (non-contentious)	52,096
Commissioning Board Manager	35,576
Policy, Research and Consultation Officer	34,593
Appeals Adjudicator	8,660
Performance Analyst	25,742
Communications Officers (x 2 posts)	51,484
Personal Assistant to PCC and Chief Executive	21,318
Freedom of Information and Complaints Officer	21,001
Admin Assistant	17,915
Total	508,739

NB: Members' allowances and the staffing for the Wiltshire Police Authority was £538,124

Appendix E

Glossary

Anti-Social Behaviour Bill 2013

Draft legislation published for consultation in December 2012. It is designed to make it easier for statutory agencies to address anti-social behaviour, as well as giving communities greater power through the introduction of "Community Triggers" and victims choices over the penalties given to offenders through "Community Remedies". The draft legislation rationalises nineteen existing powers down to essentially five: Criminal Behaviour Orders, Crime Prevention Injunctions, Community Protection Notices, Community Protection Orders and Direction / Dispersal powers. It also makes it easier for housing associations to evict tenants responsible for causing anti-social behaviour.

Asset Based Community Development

A methodology that seeks to uncover and utilise the strengths within communities as a means for sustainable development. The first step in the process of community development is to assess the resources of a community through a capacity inventory or through another process of talking to residents to determine what types of skills and experience are available. The next step is to support communities to discover what they care enough about to act. The final step is to determine how citizens can act together to achieve those goals.

Bobby Van (Wiltshire Bobby Van Trust)

A charitable trust, which works with Wiltshire Police and Wiltshire Fire and Rescue Service to install security and undertake fire risk assessments at the homes of vulnerable, elderly and disadvantaged people, who have either been or are considered at risk of becoming a victim of crime.

Criminal Behaviour Orders

Part of the draft Anti-Social Behaviour Bill 2013, a Criminal Behaviour Order is available following a conviction for any criminal offence and can either prohibit the offender from causing further anti-social behaviour or exclude him or her from a designated area.

Crime Prevention Injunctions

Part of the draft Anti-Social Behaviour Bill 2013, a Crime Prevention Injunction is a civil injunction, able to be sought by a wide range of agencies, and includes prohibitions or requirements that assist in the prevention of future anti-social behaviour. This could include, for example, a requirement to undertake drug or alcohol treatment.

Community Protection Notices

Part of the draft Anti-Social Behaviour Bill 2013, a Community Protection Notice is available to a wide range of statutory agencies including housing associations and requires the recipient of a notice to stop doing whatever it is that is causing nuisance to the community. Breach of any requirement in the notice without a reasonable excuse would be a criminal offence subject to a fixed penalty notice or prosecution.

Community Protection Orders

Part of the draft Anti-Social Behaviour Bill 2013, Community Protection Orders fall into two categories (public space and closure). The “public space” category allows local authorities, in consultation with the police, to put in place local restrictions to address a range of anti-social behaviour issues in public places and prevent future problems e.g. drinking or dog control. The “closure” category allows the closure of premises for a period of up to 48 hours if there is a public nuisance or if there is likely to be disorder imminently and if the closure is necessary.

Community Remedies

Part of the draft Anti-Social Behaviour Bill 2013, Community Remedies will give victims choices over the penalties given to offenders. This will allow victims to choose from a list agreed with the local police and crime commissioner. A typical ‘menu’ might include: the offender signing an acceptable behaviour contract; participation in structured activities such as alcohol or drug treatment; mediation – for example, to resolve a neighbour dispute; paying compensation to the victim (for example for any damage caused); reparation to the victim (for example repairing damage or cleaning graffiti off a wall) or reparation to the community (for example by doing local unpaid work for up to 10 hours).”

Community Safety Partnerships

The 1998 Crime and Disorder Act acknowledged that the causes of crime and disorder are complex and varied and that achieving a reduction in crime and disorder should therefore not be a matter solely for the police. As a result the Act established Community Safety Partnerships (CSPs) between the Police, Local Authorities, the Voluntary Sector, local residents and businesses and made them jointly responsible for reducing crime and disorder.

Community Speed Watch

A speed education and enforcement scheme operated by communities, whereby community groups deploy speed detection equipment in their areas and speeding motorists receive warning letters from the police. If a motorist is found to be a regular offender, the police will then target the offending motorist with enforcement action and, where appropriate, prosecution.

Community Trigger

Part of the draft Anti-Social Behaviour Bill 2013, the Community Trigger allows a group of at least five individuals from separate households to force statutory agencies to take action to address specific issues where they have failed to do so after three separate complaints about the matter.

Customer Relationship Management (CRM) System

A system used to keep a record of customer contacts so that the organisation providing the service knows a customer’s history and can therefore provide a more informed service in subsequent contacts. In the policing and crime space this can help to identify patterns of vulnerability and therefore trigger specific policing services to help address them.

Digital by Default

The Cabinet Office’s November 2012 strategy to make online and mobile communication channels the default way for the public to access transactional services from public agencies e.g. online tax self-

Appendix E continued

assessment, online road fund licence renewal and, in the police and crime space, areas such as firearms licensing, information disclosure and keeping victims and witnesses up-to-date with their cases. Where members of the public do not have their own access to these digital media, the strategy encourages local authorities and other partners to facilitate this through libraries and other community facilities.

Evidence-Based Policing

Policing interventions based upon empirical research, which is able to determine with sufficient confidence whether certain interventions are likely to be successful or not. It is largely based upon the medical model of controlled tests to determine the efficacy of particular medical treatments. There is a growing body of evidence-based policing practitioners linked to the College of Policing.

Good Neighbour Scheme

A scheme primarily aimed at helping older people who may be vulnerable or at risk of becoming vulnerable. The service seeks to establish a trusted and effective bridge between vulnerable individuals and the statutory services and local voluntary organisations that are able to offer help and support.

Independent Custody Visitors

Make unannounced visits to custody to check on the welfare of detainees.

Life Project

A project operating in Swindon working with a number of families facing multiple difficulties e.g. unemployment or drug and alcohol addiction. The project works intensively with these families in order to try to help them address their various difficulties and be better equipped for dealing with the future. A similar approach is operating in Wiltshire under the banner of the "Troubled Families" programme.

Neighbourhood Justice Panels

A local authority-led initiative currently operating in Swindon and other locations across the country, which brings offenders and victims together face to face in order to try and achieve an agreed resolution to low level offending. The scheme uses trained volunteers to help facilitate these meetings.

Neighbourhood Watch and Home Watch

The Neighbourhood Watch and Home Watch Network is a registered charity, whose mission is to help communities make the areas where they live safe, friendly and pleasant places to be. It encourages communities to set up groups, owned and run by the people of these communities themselves, whose purpose is to make sure that no one has to feel afraid, vulnerable or isolated in the place where they live. They are about people looking out for each other, crossing barriers of age, race and class to create real communities that benefit everyone.

Prison Gate Advocacy or Mentorship

This is the practice, recommended by the Justice Secretary, of meeting prisoners upon release and providing appropriate support to help them get their lives back on track. Without such support e.g. housing

or treatment services, prisoners often revert to the same support networks that contributed to their offending lifestyles in the first place and therefore soon find themselves back in prison.

Proceeds of Crime Act 2002

Legislation which allows courts to confiscate assets gained through criminal activity.

Protective Services

The term used to refer to major threats to public safety including counter-terrorism and domestic extremism, serious organised and cross-border crime, civil contingencies and emergency planning, critical incident management, major crime, public order, strategic roads policing and protecting vulnerable people.

Purple Flag

A new accreditation scheme that recognises excellence in the management of town and city centres at night. Entertainment areas that achieve the standard will be those that offer a better night out to visitors. Purple Flag aims to raise standards and improve the quality of our towns and cities at night. It is similar to the "Blue Flag" scheme for beaches.

Resilient Communities Partnership

The Resilient Communities Partnership (RCP) is one of six thematic delivery partnerships which sit within Wiltshire's 'family of partnerships' under the Wiltshire Assembly. It includes members from Wiltshire Council, other statutory bodies, organisations from the voluntary and community sector, registered social landlords (RSLs) and the Community Safety Partnership. The RCP meets regularly to enable members to agree priorities and actions which will contribute to Wiltshire's vision for resilient communities. It oversees the delivery of these activities to ensure that they stay on track and deliver their intended results. It has four strategic aims: building a strong and vibrant voluntary and community sector; tackling inequalities to create stronger and more inclusive communities; extending and supporting local involvement in decision-making services and the delivery of solutions; and developing lively communities through participation in arts and culture.

Restorative Justice

Is an approach to justice that focuses on the needs of the victims and the offenders, as well as the involved community. Victims take an active role in the process, while offenders are encouraged to take responsibility for their actions and to repair the harm they have done, for example by apologising, returning stolen money, or performing community service. In addition, it provides help for the offender in order to avoid future offences. Restorative justice that fosters dialogue between victim and offender shows the highest rates of victim satisfaction and offender accountability. Restorative justice is normally only used for lower level offences and is not appropriate in all cases. It can be exercised at three levels: through local resolution under the auspices of the police, through community-based resolutions e.g. neighbourhood justice panels above or court-based restorative justice solutions.

Safer Community Teams

Multi-agency teams whose purpose it is to address community issues and enhance community safety. In the context of this plan the proposal is to put current neighbourhood policing team resources alongside those of other agencies such as local authorities in order to provide a more resilient and multi-skilled response to community issues.

Appendix E continued

Safe Places Scheme

This is a nationwide project to enable people with learning disabilities to deal with any incident that takes place whilst they are out and about in the community. Incidents could range from harassment or bullying to just needing directions. The scheme operates by having shops and other premises displaying a "Safe Places Scheme" badge where people with learning disabilities can seek refuge and receive assistance.

Special Constabulary

This is the part-time volunteer section of a statutory police force in the United Kingdom. Special constables give a minimum of 16 hours per month on a voluntary basis and have the same powers as police officers within the full-time paid Constabulary.

SPLASH

A registered charity that promotes inclusion and development through a programme of activities for young people in the school holidays, for the well being of the whole community. It supports young people between the ages of 10-16 and organises holiday activities which aim to attract young people into positive and inspiring leisure activities and divert them from negative and anti-social behaviour.

Strategic Policing Requirement

A set of operational capabilities and capacities set down by the Home Secretary as being required from each police force in the country. It focuses on those areas where government has a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-boundary criminality and in support of the work of national agencies such as the National Crime Agency.

Street Watch

Street Watch is a community-led initiative based upon regulated, civilian street patrols. The members are citizens with no police powers, who provide a visible presence, demonstrate a real care for their communities and are able to report any suspicious activity to the police.

Swindon Compact

Agreement on relations between the voluntary and community sector and the statutory sector in Swindon

SWITCH (Swindon and Wiltshire Integrated Targets for Change)

A multi-agency team working together to reduce levels of re-offending amongst our most prolific offenders. The agencies involved are police, probation, the prison service, Health and local authorities, together with a number of other partnership agencies which provide support for offenders. SWITCH work closely with repeat offenders to identify their main causes of reoffending. Once adopted on to the scheme the Case/Offender Managers work with the offender to establish their individual needs and reasons for offending. Intervention and support is tailored to the individual offender based on the identified 'pathways' to reduce offending.

Systems Thinking Review

A review that looks at current services from the outside-in, focusing upon outcomes and what really adds value to the customer. It then looks to redesign systems and processes to achieve these outcomes in the most efficient and effective way. This often means breaking down barriers between organisations or between different departments of the same organisation.

Touch2ID

Is an anonymous proof of age system that uses fingerprint biometrics to allow young people to prove that they are 18 years or over at licensed premises e.g. bars and clubs.

Victim Surcharge

An amount, which is added to the fine imposed by courts for criminal offences and is used to fund victim support services.

Wiltshire Compact

Agreement between local public sector bodies and organisations of the voluntary and community sector to support and improve partnership working between the sectors

DRAFT VERSION

Appendix F

How to make contact

Regular consultation with the public is a key requirement of the new Office of the Police and Crime Commissioner. This will inform the level of the precept for the police element of council tax, the services I commission and any amendments to this plan during my period of office.

My physical office will be in Devizes, right at the centre of the county, but I do need an established presence around the county.

I have decided that I will use the existing network of Wiltshire Area Boards and Swindon Locality meetings as my primary points of personal contact with the public. These meetings are held quarterly all over the county, and my office will attend for the half hour before the meeting for consultations. There will be written reports to the meetings and I hope to address Area Board or Locality meetings annually.

There is a great deal more information about the office and what I have been doing, or will be doing, on my website www.wiltshire-pcc.gov.uk. You can also get in touch using 'Contact us' enquiry form.

The office address is:

Office of the Police and Crime Commissioner, London Road, Devizes, Wiltshire, SN10 2RD

Telephone: 01380 734 022

Email: pcc@wiltshire.pcc.pnn.gov.uk

I will be consulting through a number of other routes:



My office has a list of organisations that sit behind each of the above. Please do check that you or your organisation is on the listing to ensure your participation in events and meetings.

My website has a diary of events and I will be pleased to attend your conference, meeting or event, if I possibly can, to promote the reduction crime and anti-social behaviour.

DRAFT VERSION



Office of the Police and Crime Commissioner

London Road, Devizes,
Wiltshire SN10 2RD

Tel: 01380 734022

Website: www.wiltshire-pcc.gov.uk

Appendix 2

WILTSHIRE POLICE AND CRIME PANEL

REPORT TO THE POLICE AND CRIME COMMISSIONER ON THE DRAFT POLICE AND CRIME PLAN

Introduction

The Wiltshire Police and Crime Panel met on Friday 1 March 2013, during which, and as required by law, it reviewed your draft Police and Crime Plan.

The Panel recognised that the document was still only in draft and expressed disappointment that no further time would be available to us to consider any additional points emerging from the consultation process which you might choose to include in the final document.

Review

The Panel welcomed your inclusion of victim support provisions, your recognition of the importance of partnership working and your intention to streamline the criminal justice system in Wiltshire.

However, we are concerned that whilst the plan places significant emphasis on your role as a commissioner of services it ignores your leadership role in setting priorities for the Chief Constable in dealing with the reduction in the main crime categories such as violence against the person, vehicle crime and drugs dealing.

Likewise absent apart from some cursory references, are your manifesto commitments relating to licensing and drugs and their key importance to local communities.

The Panel is concerned that because of the absence of specific timescales or budget allocations it is impossible to form any idea of your priorities within the plan. The absence of any prioritisation and clearly defined outcomes, deliverables and performance measures will make it difficult for the public to monitor your progress and for the Panel to exercise its statutory role in holding you to account for the effective policing of the County.

Any reporting of your progress is likely to be largely meaningless without specific goals and timescales being included in your plan.

The Panel raised concerns regarding what seems to be an over-reliance on community and voluntary engagement and what would happen if this significant contribution was not forthcoming. There was also no mention of the role town and

parish councils could play, along with other groups such as existing Community Area Partnerships.

Of particular concern is that no mention was made to the existing statutory powers of the two Crime and Safety Partnerships (CSPs) or for the need for you to consider their existing plans and priorities.

Given that sections of the budgets of these partnerships have passed to you there seems to have been little engagement with such existing bodies and local authority teams and there was subsequently no recognition of their past and ongoing work in areas such as putting victims first, reducing offending and reoffending and protecting the vulnerable. Concern was also raised over the duplication of management / governance around Community Safety teams.

The Panel highlighted the need for a consistent definition of anti-social behaviour given the lack of uniformity across the county and raised doubt over the ability of the 9 initiatives to deliver a quantifiable 10% reduction.

The Panel was disappointed over the lack of any commitment to maintaining the strength of the establishment of Neighbourhood Policing Teams (NPT's) at least to their existing level.

Recommendations

The Panel makes the following specific recommendations:

1. That the front cover pictures be reviewed to present a less frightening impression.
2. That the PCC's manifesto commitments be moved to the front of the plan.
3. That chapter numbers be added (as referred to on page 30 point 6).
4. That the plan includes reference to the two missing manifesto aspects - drugs and licensing, to include details such as strategic direction, changes emerging from central government and the means of the effective delivery of these changes.
5. That the costs of the Office of the Police and Crime Commissioner (OPCC) be more comprehensively broken down e.g. overheads, oncosts, etc.
6. The Panel repeats the concerns expressed during its consideration of your precept proposal regarding the levels of reserves and requests that further consideration is given to both their level and their wider use for delivering other priorities within the plan.
7. That clarity is provided around Police staff numbers shown at the bottom of page 48, with definition, breakdown and costs. In particular we feel it is important to distinguish between 'back office' police staff and those directly engaged in policing activities.

8. The plan should include reference to your commitment not to reduce the level of Neighbourhood Police Team (NPT) staff and provide a breakdown of the NPT establishment.
9. That in setting your priorities, delivery dates and deadlines you ensure that they reflect the information contained in the Joint Strategic Assessment (JSA) and are fully aligned and coordinated with the JSA.
10. That priorities be set for the Chief Constable which are measureable and transparent to the Panel and the general public.
11. That the plan includes reference to mainstream crime by which we mean prominent and public criminal activities.
12. That the plan includes more detail on your proposals for addressing rural crime.
13. That the Service Standards should be linked to priorities, detail how they were set and by whom; and include measures by which performance can be monitored and the PCC held to account.
14. That wherever there is an undertaking or objective within the plan there will be an explanation of how progress towards that objective will be measured and reported, how often, and when the activity started or is due to start.
15. That the actual figures for both calls answered within 30 seconds on 101 and 999 calls answered within 10 seconds be amended to show the correct figure (differing figures on Pages 35 and 45).
16. That on page 46, within 'Holding the Commissioner to account', the wording be changed to make clear that the Police and Crime Panel are not the first point of contact for members of the public wishing to complain about any of the PCC's decisions. Rather they should contact the OPCC directly, referring to the Panel only if they do not receive a satisfactory response.
17. That the plan recognises the statutory powers of the CSP's and shows alignment with their plans and priorities.
18. That the plan clearly displays the governance mechanisms exercised by the OPCC over the Chief Constable.
19. That the plan includes a definition of Anti-Social Behaviour, and indicates the baseline for the measurement of the 10% reduction.
20. That the plan includes details on the performance management of Special Constables.
21. That the plan provides clarity on how the one-off investment fund of £1 million will

be managed and resourced, including details of eligibility, any restrictions on usage, who approves such bids and the funding process.

22. That the plan shows targeted savings in the context of releasing resources.

The Panel understands that the closing date for public consultation on the draft plan is 10 March 2013. As you will know the next meeting of the Police and Crime Panel is 26 March 2013. We envisage that you will be responding to the Panel's comments and recommendations then.

Richard Britton, Chairman

richard.britton@wiltshire.gov.uk

On behalf of the Wiltshire Police and Crime Panel

08 March 2013

WILTSHIRE COUNCIL

Report to the Police and Crime Commissioner providing feedback on the draft Wiltshire and Swindon Police and Crime Plan 2013-17

Wiltshire Council cabinet members, corporate leadership team and relevant services have reviewed the draft Police and Crime Plan executive summary and full plan. Comments and feedback are provided below and are grouped under the main sections in the plan.

The Council is concerned that insufficient consultation time has been given to allow all agencies and groups to make fully considered and detailed responses. The consultation period given does not meet the requirements of the Wiltshire Compact and yet the plan indicates that it is the PCCs intention to become a signatory to both the Wiltshire and Swindon Compacts.

This response is made within the set timescales, but the council may wish to make further detailed comments about the plan outside the consultation process.

Comments on the plan

Overall

Partnership working

1.1 The council welcomes the strong recognition throughout the plan that partnership working is very important and that the council has a key role to play in achieving the six key priorities. However, the role of the council may not be fully understood in the plan. For example, there are many references to area boards but their purpose and role in communities is not to deliver services. This may need to be clarified.

A number of partnerships are not reflected in plan, including specifically the Wiltshire Community Safety Partnership and the Health and Wellbeing Board. (See details below).

1.2 The Wiltshire Community Safety Partnership (WCSP) is the established arrangement to fulfil the statutory duty to work in partnership set out in the Crime and Disorder Act 1998 and other requirements as amended in the Police and Justice Act 2006. There is no inclusion or reference to this partnership in the plan. The WCSP has a business plan, priorities and five linked delivery and commissioning groups (including the domestic abuse reduction group, the joint strategic commissioning - drugs and alcohol group, the anti social behaviour reduction group, road safety partnership, and the reducing offending strategic board). The PCC has a statutory obligation to consider the priorities of the WCSP and as such need to be integrated into the plan. We also need to see how the PPC is going to interact and develop his relationship with the CSP.

1.3 The Health and Wellbeing Board will formally start on 1 April 2013, but has been meeting as a shadow board for some time. There is no inclusion or reference to this partnership in the plan. There should be strong links formed between key health outcomes that relate to crime, including for example - reducing the impact of drugs and alcohol, support to

those in need of mental health services, the impact of domestic abuse and anti-social behaviour on health outcomes, and robust safeguarding for children and adults.

Priorities and outcomes

- 1.4 Six priorities are set out in the plan but some of the original manifesto commitments are not fully or properly reflected in these priorities, including for example, domestic abuse, licensing, and drugs.
- 1.5 There are no priorities specifically set for the Chief Constable in the plan, particularly in relation to the key crimes and areas of concern. They include for example, vehicle crime which is highlighted in Appendix A and shows a significant increase in Wiltshire between 2011 and 2012.
- 1.6 In much of the plan there are no clearly defined outcomes identified, detailing what will be delivered and by when, and what differences people will see in practice in the services provided. This makes it very difficult to monitor progress and change and for the Police and Crime Panel and the community to hold the PCC and Chief Constable to account for their performance. (Further comments on performance management are provided below).

Data and needs based evidence

- 1.7 The plan does make reference to the Wiltshire Joint Strategic Assessment (p42) but its importance, role and contribution is not made clear. The JSA could be included in the introduction and glossary (Appendix E).
- 1.8 The inter-changeable use of county, Wiltshire, Wiltshire and Swindon in the key facts tables is confusing. For example, when the county is referred to does that mean just Wiltshire or Wiltshire and Swindon? Data needs to be presented in a more consistent way throughout the plan.

Resource allocation and equity

- 1.9 The resource distribution across Wiltshire and Swindon is not explained. It should be fair and equitable between communities and matched to need. There should be more explicit recognition of the differences between rural and urban areas and between Swindon and small market towns. Is the police and crime plan 'a one size fits all' plan or will there be sub-plans to reflect the needs of different communities? (see also - other issues below)

The plan priorities

Working with communities to reduce crime and anti-social behaviour

- 2.1 The establishment of 'broader community problem-solving and support teams' (Safer Community Teams) is likely to require a significant re-design of services, and possibly across a number of partner agencies. This raises many questions which are not addressed in the plan including – if they are multi-agency, how will they be funded, managed and directed? Who will be in these teams? What will their role be? Do they duplicate what we already have? Some references to the work they could do are completely unrealistic. For example, the plan indicates that every household will receive one visit from their safer community team in any 18 month period. A rough estimate

showed that to visit all 271,000 households in Wiltshire and Swindon would require a team of at least nine staff working full-time. Further explanation and detail is needed about these new teams.

- 2.2 Asset based community development (ABCD) is a good approach in principle. But the plan needs to explain how it will be applied and put into practice. There are concerns about translating the principles into action. For example, community involvement in designing solutions for themselves is one thing, but if there is no funding available to deliver the solution you will just raise false expectations and risk alienating communities.
- 2.3 There is a need to define ASB as different definitions are used by different partner agencies.
- 2.4 Considerable emphasis is put on the use of volunteers in the plan. This is supported in principle, however the engagement and continuing sustainable use of volunteers needs careful consideration. More information is needed about resource and arrangements for recruitment, assessment and screening, management, co-ordination and support etc.

Protecting the most vulnerable in society

- 3.1 This priority goes well beyond police and crime issues and this is reflected in some of the initiatives. There may be a need to focus the plan more on issues specially related to the vulnerable and offending, such as those affected by domestic abuse and anti-social behaviour. The wider links and inter-relationships to other vulnerable issues could be acknowledged, including the children and adults safeguarding agenda.
- 3.2 The council requests more information and detail to understand the rationale and relevance of some of the initiatives proposed to support vulnerable people. They include:
 - (a) The introduction of a CRM system to understand calls for assistance and to identify vulnerable people. There are a range of different systems currently in use and considerable information is already held in various agencies including Wiltshire Council, the Probation Service and the Police about vulnerable people. The issue may be that existing systems need to be rationalised, key databases need to be joined up, and data sharing protocols need to be developed further or fully implemented.
 - (b) The creation of service or support directories. This may not be required as there are many of these documents already in existence.
- 3.3 There is no link or reference to the health and wellbeing board (see comments above).
- 3.4 It is uncertain what is the proposed for the public protection teams. Further explanation and detail is needed.

Putting victims and witnesses first

- 4.1 Restorative justice is fully supported. However more information is needed about the governance and implementation of this work, especially who will be the lead agency or partnership and how funding will be secured. Without a clear direction, several strands of development work could occur, creating confusion and a competition for resources.

4.2 There are a number of partnerships who support victims. However, in the plan unfair preference appears to be given to Victim Support, especially in some of the new initiatives. It is understood services will be commissioned and a number of partners and groups may be interested in providing the services required.

4.3 There needs to be more recognition of work already undertaken in relation to some of the new initiatives. For example, in respect of defining minimum standards of information to be provided to victims and witnesses, the council invested £40k in developing ASB minimum standards less than three years ago. This work could be built on or refreshed.

Reducing offending and re-offending

5.1 The inclusion of objectives and initiatives relating to licensed premises in this priority is misplaced and should be moved to the priority on reducing crime and anti-social behaviour.

5.2 The council is working on a number of initiatives, including the Complex Families Project and expansion of the Neighbourhood Justice Panel. This work could be further recognised under this priority.

Driving up standards of customer service

6.1 Systems thinking reviews are supported but they need to be selective and carefully managed with full buy-in from participating agencies. They can be very resource intensive.

Ensuring timely response to calls for assistance

7.1 There is a reference to shared services – this would be better placed in the following ‘unlocking the resources to deliver’ section.

Other matters

Unlocking resources to deliver

8.1 There is only limited information provided about commissioning and procurement of goods, services, and contracted staff. Procurement processes, commissioning and contract management information needs to be referred to and included in the plan.

What will happen to existing commissioned services? At this point it is not clear whether the PCC will continue to ‘passport’ funding which until March 2013 came directly to Wiltshire Council, to manage the CSP (£184k) and with which we currently commission services and fund certain partnership support posts. These services are currently at risk, a number of which directly support the priorities in the plan. Further discussion is needed on this issue.

8.2 There is reference to making more use of online and digital channels and services. This is fully supported, but is dependent on having high quality broadband access for all people and businesses across Wiltshire, including in rural areas. The Council is making a significant investment in superfast broadband and work is now going ahead with BT. This project needs to be referenced in the plan. For more information see <http://www.wiltshire.gov.uk/wiltshireonline/>

8.3 A £1m innovation or investment fund is proposed. However, much more detail is required to understand how this will work and be administered. It raises many questions including - How will it be managed? Who will be able to apply? How will the 'innovation' proposals be evaluated? etc

8.4 There is little information outlining the performance management arrangements in plan. There is an absence of performance measures, defined outcomes, and timescales. This makes it very difficult to assess and monitor progress against the plan. (see comments above). Other Police and Crime plans contain more details about performance (for example, see Avon and Somerset Police and Crime Plan).

8.5 Governance arrangements and supporting structures – more information is needed to explain the inter-relationships and linkages between the PCC and the Chief Constable, to the PCP, and with other partners including Wiltshire Council.

Other issues

9.1 The provision of more detailed information – will there be an implementation plan linked to this plan and how will partner agencies be involved in its development?

9.2 The links to the neighbouring police and crime plans should be made clearer, where appropriate. There may be a number of opportunities to address shared priorities and deal with cross-border police and crime issues.

9.3 Some issues highlighted in the JSA – 'what matters to you' survey' (Wiltshire Police) are not fully reflected in the plan. This particularly relates to satisfaction and perception differences between community areas and between different demographic groups of people. For example:

- The percentage of people feeling safe after dark varies considerably between areas (eg Tisbury 94% and Trowbridge 64%).
- Satisfaction with the police is lowest amongst young people (aged 16-24) in most areas.

Wiltshire Council
Policy and Performance Service and Public Protection Service
PM 7/3/13

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Wiltshire Council

Cabinet

19 March 2013

Subject: Discretionary Housing Payments

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

Key Decision: Yes

Executive Summary

To raise awareness that the Government have increased the level of funding for discretionary housing payments in Wiltshire to cope with the impact of welfare reform. DHPs are a key element of the Government's strategy for managing reductions to Housing Benefit arising from welfare reform.

To include within the policy a hierarchy of award that supports the Council's goal of building strong resilient communities and protecting the most vulnerable in society to ease the administrative burden on the service and to minimise the risk and impact of rent arrears and homelessness.

To determine a separate discretionary fund that could be awarded to those in receipt of council tax reduction who can no longer have access to discretionary housing payment where in exceptional cases a council tax payer should be awarded additional reduction outside the scope of the normal scheme.

Proposals

1. That cabinet ratify proposals within the report to amend the discretionary housing payments policy (DHP) to deal with the impact of welfare reform, in particular the setting of the criteria and delivery model for DHP and prioritisation of award for the following groups, having first established income and need:
 - those living in significantly adapted dwellings
 - Foster carers
 - Those subject to the benefit cap

2. Given the significant uncertainties about the scale of impact of welfare reform and the differences within the scheme it is recommended that members agree the £200,000 contingency fund to cope with the impact of welfare reform; and create a separate £100,000 discretionary fund that could be awarded to those in receipt of council tax reduction who face exceptional vulnerable circumstances that could lead to greater local authority costs as they are no longer entitled to discretionary housing payment, and where in exceptional cases a council tax payer should be awarded additional reduction outside the scope of the normal scheme.

Reasons for Proposal

The Welfare Reform Act (2012) has introduced a number of changes to the way in which housing benefit is calculated and awarded from April 2013. Discretionary housing payments (DHP) are only awarded to those entitled to housing benefit, and until April 2013, those entitled to council tax benefit. DHP is awarded usually where there is a shortfall between the actual rent or council tax and their benefit entitlement. DHP funding is determined annually by Government who calculate the level of funding for each local authority.

There are three key changes that will affect the way councils deliver housing benefit and council tax reduction, from April 2013, which will have an impact on the DHP fund.

The introduction of the under occupancy charge, a reduction in housing benefit for those who have one or more bedrooms than they need, is the first, which will affect 3,342 households in Wiltshire.

The second change is the limiting of the total amount of benefit awarded to a household. The Benefit Cap will affect around 120 households in Wiltshire.

The third change is the introduction of a local council tax reduction scheme (CTR). New regulations prevent DHP being used to pay for council tax. The full extent of the move to CTR is estimated to affect around 14,000 households in Wiltshire.

Whilst the council's Housing Benefit Service has always administered the discretionary housing payment scheme, to roughly 300 recipients each year, it is only recently that its importance and funding has grown. With growth in funding has come direction from government as to its use.

This report is the third of three reports that will introduce local schemes to administer welfare support, the first being council tax support, the second being Local Welfare Provision and the third being discretionary housing payments. Changes to housing benefit and the introduction of CTR will place a financial burden on both existing recipients and a greater administrative burden on staff.

This report seeks agreement on how the funding is prioritised in Wiltshire to ensure we continue to deliver on our goal of building strong and resilient

communities, and protecting the most vulnerable in society, in order that we can also then minimise the administrative impact, raise awareness of the schemes and agreement on the level of discretionary funding for the council tax reduction scheme.

Michael Hudson - Service Director, Finance

Niki Lewis – Service Director, Communities

Subject: Discretionary Housing Payments

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

Key Decision: Yes

1. Purpose of Report

1.1 The overriding principle of the Council is to build strong and resilient communities, as part of that, a key element is to protect the most vulnerable in society. The welfare reform changes are aimed at incentivising people into to work. This Council supports that. However, where the changes will give rise to exceptional circumstances that risk vulnerable families and individuals potentially requiring greater costs for services from the Authority, Wiltshire Council aims to have a scheme that supports these cases to avoid that additional cost and build resilient communities. Therefore the purpose of this report is three fold:-

1. To raise awareness that the Government have increased the level of funding for discretionary housing payments in Wiltshire to cope with the impact of welfare reform. DHPs are a key element of the Government's strategy for managing reductions to Housing Benefit arising from welfare reform.
2. To include within the policy a hierarchy of award that supports the Council's goal of building strong resilient communities and protecting the most vulnerable in society to ease the administrative burden on the service and to minimise the risk and impact of rent arrears and homelessness.
3. To determine a separate discretionary fund that could be awarded to those in receipt of council tax reduction who can no longer have access to discretionary housing payment where in exceptional cases a council tax payer should be awarded additional reduction outside the scope of the normal scheme.

2. Background

- 2.1 The Child Support, Pensions and Social Security Act 2000 provides arrangements which allow authorities to make Discretionary Housing Payments to claimants in receipt of Housing and/or Council Tax Benefit.
- 2.2 Discretionary Housing Payments (DHPs) were payable in addition to Housing or Council Tax Benefit, where certain criteria were met. The regulations covering DHPs are the Discretionary Financial Assistance Regulations 2001.
- 2.3 The government allocates an overall cash limit that the authority can spend on DHPs. Any unspent funding is recovered by the government. In 2012/13 Wiltshire council was awarded £227,565 increasing to £474,331 in 2013/14.
- 2.4 The officer's decision to either award or refuse an appeal is final. It cannot be the subject of an appeal.
- 2.5 The scheme has been successfully operated for many years by the Benefits service however there is uncertainty over future funding levels. When housing costs are included within universal credit, and claims transfer to the DWP, the demand upon the local authority could fall. However the speed at which claims will be transferred is not known and many of the most complex claims will still be managed by the local authority.

3. Awarding DHPs

- 3.1 There are no prescribed tests under the current arrangements. However, before awarding a DHP, the following criteria must be satisfied:
 - the customer is entitled to Housing Benefit
 - the customer requires further help with their housing costs; and
 - there are sufficient funds within the Council's overall DHP fund.
- 3.2 DHPs cannot be made in respect of:
 - certain elements of rent:
 - ineligible service charges
 - charges for water, sewerage and environmental charges
 - increases in rent due to outstanding rent arrears
- 3.3 The level and duration of DHPs is at the discretion of the Council although the level of benefit plus the DHP must not exceed the weekly eligible rent. Wiltshire already promotes the scheme via its web-site and inviting claimants to apply, where appropriate.
- 3.4 All claims for DHP must be made in writing using the prescribed application form by the customer (or appointee) to the Council's Revenues

and Benefits Service. (The form can be down loaded from the web or is available at all council offices)

- 3.5 **Appendix C** confirms the numbers of awards during 2012/13 and the amounts. It is anticipated that the number of claims and awards will have doubled by the same time next year.
- 3.6 This increase in workload will not only be faced by the benefits service but by those managing the affairs of others, who in the past have not had to pay either rent or council tax. **Appendix E** confirms the numbers of clients affected by this change who are supported by either Adult Social Service (ASC) or Children's Service (CS). They will also need to be aware of the scheme and in some cases apply on behalf of the clients.
4. **Design and delivery approach to new scheme**
- 4.1 The Council's approach to the delivery of the new scheme needs to be set within the broader agenda of the welfare reform programme. We know that the council will be running a number of discretionary payment schemes from April 2013 including local welfare provision (LWP). Access to LWPs will initially be through application. LWP will be managed in one place alongside the discretionary funds. The advantage of this approach will mean that the processing of an application may result in an offer or sign-posting to other discretionary awards. It is therefore sensible, where possible, for residents to be assessed for their eligibility for this type of support in a holistic manner rather than having to pass through multiple assessment procedures.
- 4.2 The Council's Revenues and Benefits team have historically delivered this scheme. The team are already skilled in delivering regular and one off awards in a consistent, measured and secure way. They already have knowledge of the I.T. solution capable of delivering the scheme and importantly have controlled processes in place to issue secure payments. They also have access to data held by the DWP which is subject to stringent security checks and data sharing protocols, through the Customer Information System (CIS).
- 4.3 The intention is, over time, to establish and develop a universal assessment process that provides a holistic solution in terms of accessing the scheme in addition to a range of council services. Furthermore, applications received which are covered through other provisions will be refused and applicants appropriately signposted and supported to access an alternative provision.
- 4.4 It is envisaged that this 'Systems thinking' approach to service delivery will be the catalyst for far more joined up working across housing, revenues, benefits, adult and children's services.
- 4.5 Because the funding provided for the scheme is considerably less than the estimated impact of the welfare reforms in Wiltshire it has been necessary to create a robust scheme that prioritises those most in need.

- 4.6 Key challenges in the design of the scheme have been with regard to whether or not to prioritise particular client groups.
- 4.7 Preparation for welfare reform within Wiltshire has seen unprecedented levels of data exchange, made possible by the council's new revenues and benefits system. It has enabled cross-referencing benefit databases with housing record and records held by children's and adult services and identified virtually every household potentially affected by under occupancy changes and the extent of the reduction in benefit across Wiltshire. In addition, the drawing up of this policy has engaged all areas of the Council affected and partners. We believe this is an excellent example of joined up working in order to achieve results for Wiltshire residents.
- 4.8 This research has identified a hierarchy of need. The group with the greatest need are those who, without this support, could be difficult and costly to re-house. This group includes some of the most vulnerable members of our community whose homes have been specially adapted to enable them to live with a degree of independence.
- 4.9 We have established that circa 3,300 families could potentially lose housing benefit in the social housing sector, including 470 of our own tenants, because they are under occupying their home. Arguably it makes sense to house families in the right sized dwelling and a great deal of work has been undertaken to amend housing policy. However some families will not be able to find suitable accommodation quickly. A further consequence of the change will mean that those living in adapted accommodation will also see a reduction in the benefit.
- 4.10 Our research indicates that around 146 properties, whose occupants are in receipt of housing benefit and are under occupying have also been awarded disabled facilities grants to undertake substantial, bespoke work to enable them to lead a relatively independent life. It would be perverse and uneconomic given it would generate greater cost of re-adaptations to their current and potential homes if as a result of these changes these people are not prioritised in terms of DHP. For the purposes of awarding relief priority will be given to occupants of homes that have been subject to substantial adaptations which in this instance, means work of a unique and costly nature, undertaken to meet the specific requirements of the occupants.
- 4.11 Furthermore our research has identified approximately 20 foster carers who will also be deemed to be under occupying their homes, simply on the grounds of having a spare room in case they need to look after a child. Again it would seem sensible to prioritise these families. Not to do so would go against the council's efforts to encourage families to foster children. This in itself could lead to higher costs of placing children in care homes, possibly outside of the county.

(These recommendations are made in conjunction with Government advice, in terms of best practice, contained in the DWP Circular HB/CTB A4 2012 para 52)

- 4.12 However the picture is not quite this simple. The fact that a family are over accommodated and live in a property that has been adapted may not mean that they cannot afford to meet any shortfall in rent. There has to be evidence that income is insufficient to meet the shortfall and so whilst we will encourage the above to claim, the award cannot be automatic. Every claim will have to be based on need and total income. Need and income will then determine the duration of the award which at most, can only last 12 months before review. However the extent of the review will also be based on the individual's circumstance. Once it established that a home has been significantly adapted then a subsequent review should be a relatively simple process.
- 4.13 Further research in conjunction with the Department of Work and Pensions (DWP) suggests that a further 120 families in Wiltshire will be subject to a **benefit cap**. This limits the amount of benefit a family or an individual can receive, not by awarding less benefit met by the DWP but by reducing housing benefit award to a minimum (.50p per week). It has been established that the majority of households affected by this change have four children or more and the average reduction in weekly housing benefit will be far greater than the losses met by those who are over accommodated.
- 4.14 It is recommended that whilst not all the shortfall in rent can be met from the DHP, careful consideration is given to those subject to the benefit cap to provide exceptional short term support. Failure to do so could lead to the council finding emergency and costly temporary accommodation for large families far in excess of the savings reaped by central government.
- 4.15 Having established these priorities the remainder of the DHP fund will be used as it is now, determined by need and income, and allocated across the private and social housing sector to meet short term falls between the rent and the benefit awarded, in order to prevent homelessness.
- 4.16 Those outside of the remit of the service would be directed to other forms of support by means of intelligent signposting to other organisations that can help tackle people's underlying financial needs or problems.
- 4.17 The policy document outlining the amended scheme is contained in Appendix A of this report.
- 4.18 Appendices D to J identify the number of households, the degree of over accommodation, their location, (based on local area boards), and the financial impact of the under-occupancy charge and the impact of the benefit cap.

5. Consultation and Communication

- 5.1 In preparation for the change an unprecedented level of data has been shared between services and housing providers to identify those at risk.
- 5.2 The DHP scheme is not new and the council have already awarded many discretionary payments. With notification of every successful claim, notice is given about the DHP scheme. The scheme is sufficiently well known by the customers however those with a shortfall between their benefit and their rent will be reminded of the scheme as part of the communication plan.
- 5.3. All customers deemed over occupied who have been contacted by the council.
- 5.4 Training for council staff who will deal with customers affected by welfare reform will be given throughout the spring of 2013.
- 5.5 Draft proposals have been shared with housing provides and prepared in conjunction with the council's housing policy team.
- 5.6 In terms of the discretionary council tax reduction scheme, almost 1,000 responses were returned regarding our council tax reduction scheme, 86% agreeing with the suggestion that a discretionary fund should be made available to protect the most vulnerable people from the impact of any changes

6. Environmental and climate change considerations

- 6.1 None

7. Equalities Impact of the Proposal

- 7.1 An equality analysis is attached at Appendix B

8. Risk Assessment

- 8.1. The introduction of any scheme, specifically a local scheme, carries with it the inherent risk, in terms of its design, to minimise challenge and dispute whilst offering a simple and cost effective solution.
- 8.2 The funding arrangements will mean that the Council will inherit a new financial risk due to the uncertainty over estimations of demand for these awards, particularly in context of wider reforms and specifically the impact of the benefit cap, later in the year. However early prevention, through identification and invitation to apply for DHP may prevent the council incurring substantial costs at later stages as a result of eviction and homelessness.

8.3 The scheme is targeted at some of the most vulnerable members of our community and consideration will have to be given to the range of behaviours staff may encounter. Further work may be required to ensure the security of staff and members of the public who may encounter a dissatisfied customer in crisis, and who may not behave in a rational way.

9. Risks that may arise if the proposed decision and related work is not taken

9.1 Any failure to provide an appropriate and targeted scheme to manage the relatively small sums involved will have a negative impact on the well being of vulnerable people and the reputation of the council.

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

10.1 Demand for the scheme may outweigh budget, to mitigate against this council will monitor expenditure carefully through designated I.T. system and provide a measured approach to ensure available budget is targeted to those most in need.

11. Financial Implications

11.1 The DWP settlement for the provision of the new service includes an annual budget of £474,331 in 2013/14, an increase of £246,766 from the previous year.

11.2 The Council has received no information about funding for the scheme beyond 2014 and as such this scheme will need further review following any funding change announcements when they are forthcoming.

11.3 At this stage the proposed priority areas to be applied to allocate this money we estimate will take all or most of the available funding if everyone comes forward and was successful. Given the large levels of uncertainty over how families and individuals will react personally to their changed financial circumstances, and impossibility of predicting this to any large degree of certainty it is proposed that coverage is provided within the Council's general fund reserves. The risk assessment of reserves agreed by Full Council on 26th February 2013 highlighted a £200,000 contingency and is suggest that this is applied for 'exceptional' circumstances. This would include where it is shown that applicants meet the requirements, no other funding is available and the impact of not funding would incur more costs to the council than the DHP award. This budget will therefore need continual monitoring and assessment throughout the financial year.

- 11.3 Government have made no financial provision for a discretionary fund for council tax reduction. Whilst there is the Hardship Fund approved by Cabinet in February 2013 and the DHP, there may be exceptional cases whereby families/individuals are adversely affected by the changes in welfare reform that fall outside of the aforementioned schemes. It is therefore recommended that the Revenues and Benefits service introduces a new budget of £100,000. It is proposed that this is funded from retention of funds recovered from fraudulent benefit claims. The Council is investing in expanding its corporate fraud team and as a result the level of monies recovered is anticipated to increase but has not previously been budgeted for in setting the base budget for prudence. This will be monitored and action taken if this were unlikely to provide the full funding to ensure funding is available. This of course will need to be assessed alongside the need for expenditure on this fund as this fund will only be used in extraordinary cases, determined by the same application process where council tax reduction does not fully meet the council tax due, and the impact is highly likely to lead to increased costs to the authority above the potential short term support.
- 11.4 It is recommended that this provision be reviewed in line with the level of DHP, on an annual basis.

12. Legal Implications

- 12.1 Government has set out its intentions, stating 'DHPs are a key element of the Government's strategy for managing reductions to Housing Benefit arising from welfare reform'.

Central government has stated that it expects additional funding to enable a more flexible response to unavoidable need, with funding to be concentrated on those facing greatest difficulty in managing their income. Duties under the Equality Act 2010 have been addressed at Appendix B.

- 12.2. Section 13A of The Local Government Finance Act has always made provision for a council to remit at its own cost council tax on the grounds of exceptional circumstances. However with the introduction of the local scheme this provision has been made more widely known by Government.
- 12.3 By ring fencing a specific sum may prevent the abuse of this regulation for those who believe that their circumstances are sufficiently exceptional that they prevent the payment of council tax. In other words, any suggestion of being unable to pay will be analysed using a version of the DHP application form.

Michael Hudson, Service Director, Finance
Niki Lewis – Service Director, Communities

Report Author: Ian P Brown Head of Revenues & Benefits

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Date of report: 5th March 2013

Background Papers

DWP Circular CTB/ HB A4 2012 & HB/CTB S1 2013.

Appendices:

Appendix A Discretionary Housing Payment Policy

Appendix B Equality Analysis

Appendix C DHP spend in 2012-13 and by age of claimant

Appendix D Under occupied households with adaptations

Appendix E Under-occupying households supported by ASC and CS

Appendix F Under-occupying households: age breakdown

Appendix G Under-occupying households: Local Area Board

Appendix H Under-occupying households: bed size breakdown

Appendix I Reductions to Housing Benefit, compared with Discretionary Housing Payment Funding

Discretionary Housing Payments

Policy Document

Please read this document carefully and retain it for future reference

Introduction

The Child Support, Pensions and Social Security Act 2000 provides arrangements which allow local authorities to make Discretionary Housing Payments to customers in receipt of Housing Benefit and/or Council Tax Benefit. The regulations covering DHP's are the Financial Assistance Regulations which have been updated to cover the introduction of Universal Credit and abolition of Council Tax Benefit from April 2013.

The Discretionary Housing Payment Scheme provides limited funding to support customers through anomalies and hardship in situations where the normal housing benefit award does not cover specified housing costs.

The overall purpose of the scheme is to reduce the risk of homelessness and support the stability of families and communities in line with the Council's goal to build sustainable communities and protect the most vulnerable in society. It aims to enable people to secure or retain and pay for appropriate and sustainable accommodation through temporary difficulties or unusual circumstances that are not supported by the benefit system.

Background

Wiltshire Council began operating a discretionary housing payment (DHP) scheme in April 2009; prior to this the scheme was managed by the former district councils. Since its inception, the council has used the funding to make short term awards which allow customers time to seek resolution to any particular difficulties they are facing in relation to meeting their housing costs.

This policy document still supports the original objectives of the scheme but has been updated to reflect amendments to regulations due to welfare reform. Further revision has also been made to the policy to manage the impact of the Housing Benefit reforms.

To help sustain the financial impact of the Housing Benefit reforms the Department for Work and Pensions is providing substantial extra funding from April 2013. The funding is primarily to ease the introduction of the household benefit cap and under occupation regulations.

Basic eligibility criteria

It is not possible to prescribe the circumstances that will result in the award of a DHP as each case is likely to be unique and should be considered on its merit, taking into account any relevant information provided by the customer. However before considering an award the Council must be satisfied that the customer is entitled to Housing Benefit or Universal credit and meets the following criteria:-

- has a rent liability
- requires assistance with housing costs

All applications for DHP will be duly considered in conjunction with this policy document, the applicant's individual circumstances and the Department for Work and Pensions guide: -

<http://www.dwp.gov.uk/docs/discretionary-housing-payments-guide-draft.pdf>

Exemptions from DHP

There are certain elements of an applicant's rent that cannot be included in housing costs for the purposes of DHP. These are:

- Ineligible service charges
- Increases in rent due to outstanding rent arrears
- Housing Benefit has been suspended
- Certain sanctions and reductions in benefits

For further information about exemptions see the DWP guide:-

<http://www.dwp.gov.uk/docs/discretionary-housing-payments-guide-draft.pdf>

Applying for a DHP

Wiltshire council will bring to the attention of every customer seeking to apply for help with their rent the DHP scheme. All claims for DHP must be made in writing using the prescribed applications form contained as an appendix to this document.

Considerations in awarding a DHP

In deciding whether to award a DHP, the Council will take into account:

- The shortfall between housing benefit and the liability
- Any steps taken by the applicant to reduce their rental liability
- The financial and medical circumstances of the claimant, their partner and any dependants and any other occupants of the claimant's home
- The income and expenditure of the claimant, their partner and any dependants or other occupants of the claimant's home. – **Income from Disability Living Allowance/Personal Independent Payment (PIP) will be disregarded in full when considering the household income**
- Any savings or capital that might be held by the claimant or their family
- The level of indebtedness of the claimant and their family
- The nature of the claimant and their family's circumstances
- The amount available in the DHP budget at the time of the application
- The possible impact on the Council of not making such an award, eg. the pressure on priority homeless accommodation
- Any other special circumstances brought to the attention of the Council.

Awards

Discretionary Housing Payment should not undermine the purpose and nature of the Housing Benefit or Universal Credit Scheme nor should it support irresponsible behaviour. The Council expects awards to be made in unusual or extreme circumstances where additional help will have a significant effect in alleviating hardship and reducing the risk of homelessness.

In general, the Council will also give higher priority to assisting people, particularly families with children of school age (to ensure stability in children's education) to retain an established home. Low priority will be given to assisting people who take on housing costs which because of the nature, location or price of the property are unaffordable and unsustainable from the start.

Prioritisation of awards due to welfare reform

Welfare reform changes will greatly increase the number of customers who face a reduction of Housing Benefit. In considering a DHP award due to reforms of the benefit system priority will be given to some of the most vulnerable customer base including:

Social sector tenants affected by the under occupation size criteria who live in properties that have been substantially adapted to meet needs arising from severe disabilities and to aid independent life. It may be perverse and uneconomic to expect people to move in these particular circumstances given it would generate greater cost of re-adaptations to an alternative home.

- Foster carers affected by the under occupation size criteria, including those who need to keep an extra room free when they are in between fostering. Not to do so would go against the council's efforts to encourage families to foster children. This in itself could lead to higher costs of placing children in care homes, possibly outside of the county.
- Short term support for families affected by the Benefit Cap that is due to be introduced in the summer of 2013. Failure to do so could lead to the council finding emergency and costly temporary accommodation for families far in excess of the savings reaped by central government.

Universal Credit

When Universal Credit replaces Housing Benefit, progressively from late 2013, the Council will continue to have powers to make DHP's to help with housing costs and expects to continue to receive government funding for this. Payments can only be made towards housing costs but it is not clear whether the amount of housing costs within the Universal Credit award will be identified. It is likely further guidance will be issued by the Department for Work and Pension on how to manage DHPs under the Universal Credit scheme.

Period of Award

Awards in most instances are for a fixed period, typically 26 weeks and exceptionally up to 52 weeks depending on the individual circumstances. The Council recognises that a small proportion of awards will need to continue for longer periods, particularly where the current home has been significantly adapted to meet the needs of a family member with substantial and continual disability.

Making Payments

The Discretionary Housing Payment will be added to the Housing Benefit payment:- (alternative arrangement will need to be made for Universal Credit cases).

Where the application is for help with a rent deposit, the award will be paid directly into the landlord's bank account.

Notification of award

The benefit service will inform the customer in writing of the outcome of their application. Where the application is unsuccessful, the benefit service will set out the reasons why the decision has been made and explain the right of review. Where the application is successful , the Benefit service will advise:

- The weekly amount of DHP awarded
- The period of the award
- How, when and to whom the award will be made

Change of circumstances

The Council may need to revise an award of a DHP where the claimant's circumstances have materially changed

Overpayments

If there is an overpayment of DHP the authority will consider whether it's appropriate to seek recovery.

Recoverable overpayments will be recovered by raising an invoice rather than recovered from ongoing benefit.

Right of review

There are no formal rights of appeal against decisions in relation to DHPs but where a review of the decision is requested, arrangements will be made for considerations to be heard by a panel of senior officers. This will ensure consistent decision making across the service.

Application for a Discretionary Housing Payment

Please read the attached guidance notes before filling in this form.

Please answer the following questions and provide any relevant documentation that may help your application.

Please return the completed form to the Benefits Service, Wiltshire Council, Monkton Park, Chippenham, Wiltshire, SN15 1ER

Local offices are also situated in Trowbridge, Salisbury and Devizes.

Name	
Benefit Reference	
Address	
Phone number	
Mobile number	
Benefit reference	

1.	Please detail the period for which you are applying for a Discretionary Housing Payment: Benefit Cap, Under occupation, Other (please explain):
2.	Please explain the reasons why you need further help with your rent:
3.	Could you afford your rent when you first moved in?

4.	Were you aware of the amount of Housing Benefit that could be paid before you moved in?
5.	What will happen if you are not awarded a Discretionary Housing Payment?
6.	Does anyone in your family have any health problems or disabilities? (Please enclose any supporting evidence with this form)
7.	Do you or your partner require and receive overnight care from a non-resident carer? (Please enclose full details and any supporting documents including details of last 6 month's care needs).
8.	Are any of your children disabled and need their own bedroom? (Please provide full details including the nature of the disability and why they need their own room).
9.	Has your home been adapted for any of the household members' disability needs? (Please give full details).
10.	When does your tenancy expire and how much notice must you give to end the agreement?
11.	Have you taken any steps to find alternative accommodation? (Please give full details).
12.	Have you taken any steps to deal with the shortfall in your rent? E.g. increase employment, take in a lodger, renegotiated rent, etc?
13.	Is there anything else you would like us to know?

Financial Assessment Form – Income and Expenditure – Please detail all income and expenditure for you and your partner (if applicable)

Income	Weekly amount		Expenditure	Weekly amount
	You	Partner		
Wages/Salary			Rent/Mortgage	
Income support			Gas	
Jobseekers Allowance			Electricity	
Employment & Support Allowance			Water & Sewage Rate	
Incapacity Benefit			Other Fuel	
Working Tax Credit			Telephone	
Child Tax Credit			Mobile Phone	
Child Benefit			Food	
Retirement Pension			Household & Toiletries	
Private Pension			Council Tax Payments	
DLA (care rate)			Internet/Broadband	
DLA (Mobility)			TV Rental	
Widows Pension			TV Licence	
Pension Credits			Sky, TV or Cable	
Maintenance			Insurance	
Carers Allowance			Car Expenses	
Savings			Petrol	
Other Income, please list below:			Other travel expenses	
			Loans	
			Fines	
			School Meals	
			Clothing	
			Catalogue	
			Social Fund Loan	
			Other expenditure, please list below:	
Total	£		Total	£

I declare that all of the information I have given is correct and complete

Signed	
Dated	

I have completed the above form on behalf of the person claiming and confirm that the information I have written is correct

Signed	
Dated	

Discretionary Housing Payment Application

What is it? - *The Discretionary Housing Payment scheme is a limited amount of money that the government allows the council to spend on additional payments of rent and council tax to customers with special circumstances.*

What is it for?- *It is intended to help customers who are receiving housing benefit, local housing allowance and/or council tax benefit but the amount they are receiving does not cover the full rent and/or council tax they are charged.*

Who cannot apply? – *There are strict rules governing the administration of the Discretionary Housing Payment scheme. You cannot be considered for the payment if:*

- *You have not qualified for any housing benefit, local housing allowance and/or council tax benefit at all.*
- *If you qualify for one but not the others, you can only be considered for additional help in respect of the benefit that you are receiving.*
- *The shortfall is due to additional amounts being charged for arrears and/or court costs.*
- *Your award of benefit already covers your full rent or council tax liability, Discretionary Housing Payment cannot be awarded to cover some parts of your rent, for instance meals, heating, lighting, hot water and water rates*

How can I claim it? – *You should complete the enclosed application form giving as much detail as you can.*

You will need to write down the reasons why you think you should be awarded a Discretionary Housing Payment and answer all the questions we ask. You will need to tell us which housing cost you require help with.

You will also need to complete the form showing the income you receive and your outgoings, and provide any appropriate evidence to support your application.

What happens next? – *When you have fully completed the form and returned it to the council, we will contact you to notify you of our decision.*

Who pays the Discretionary Housing Payment? – *Discretionary Housing Payment payments are administered by Wiltshire Council, and although not part of the benefit scheme, additional help with your rent will be paid in the same way as your housing benefit or local housing allowance. If you received Discretionary Housing Payment towards your council tax liability the amount will be credited to your council tax account.*

To qualify you must satisfy the council as to your special needs and there must be sufficient funds available. All awards will be for limited periods.

You will need to inform the council if your circumstances change, especially any changes in income or outgoings, or if anyone leaves or joins your household.

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Appendix B

**Equality Analysis for Discretionary
Housing Payments**

Name of service/policy/project/decision to undergo equality analysis:
Discretionary Housing Payment Policy
Key contact person and others involved:- Julie Higinbotham, Benefits and Investigations Manager Ian Brown, Head of Revenues and Benefits
Date completed: February 2013
Review date (at least annually): January 2014
Identify aims:
<p>The Welfare Reform Act 2012 ends the current provision of the existing council tax benefit. Whilst Housing Benefit will continue until all claims are transferred to Universal Credit, there will be a need to assess claims for discretionary housing payments. Discretionary housing payments (DHPs) are awarded to those who, having been assessed, find that their entitlement falls short of the actual due. From 1st April 2013 funding for this provision will be increased to cope with the impact of the welfare reforms, specifically the under occupation charge and the benefit cap and in conjunction with new government direction that states DHP should be aimed at two groups:-</p> <ol style="list-style-type: none"> 1. Disabled people living in accommodation that has been substantially adapted for their needs and 2. Foster carers including those between placements <p>DHPs will be available to all Wiltshire who are entitled to housing benefit. Access is given by direct application, via the completion of a means test and determined by officers and referral from other services including housing , housing options, Children’s Services and Adult Social Care.</p> <p>Those people falling outside the remit of the service will be directed to other forms of support by means of intelligent signposting to other organisations that can provide appropriate help and support.</p> <p>Unfortunately, the amount of funding the council will receive will not cover the huge impact of welfare reform, despite an increase in funding. Although the Council has been given the opportunity to deliver further discretionary payments, the level of awards will still have to be determined on need, regardless of the individual’s circumstances as the scheme has to be delivered within a finite budget.</p>
<p>Whilst we have evidence of historic spend the number involved and the sums awarded have not been significant. Generally this has been due to the generosity of the scheme and the fact that the scheme had kept in line with the cost of living in Wiltshire, where excessive rental costs were rare.</p> <p>This historical data can only provide an indication in terms of future demand and trends. Wider equality data across all of the protected characteristics will be captured as part of the application process to the new scheme.</p> <p>Furthermore, detailed case level information will be captured and analysed about both successful and</p>

unsuccessful applications to help inform future development of the scheme.

Reference should also be made to a report by the Campaign for a Fair Society, by Dr Simon Duffy, entitled:- A fair society, (How the cuts target disabled people)

Assess the impact:

The service is available to anyone residing in the county who is in receipt of housing benefit and satisfies the eligibility criteria. Eligibility is based on need as well as the applicant's individual circumstances and level of exposure to risk if no assistance was offered.

The key changes from the current model of support are:

- A direct shift toward protecting key groups, rather than just a means tested award
- Development of support packages that go beyond addressing the immediate crisis but rather helps people to help themselves, by accessing other funds that may be more appropriate.
- Local access routes
- Easier application process but with stricter eligibility criteria, determining duration of award (13, 26, 39 or 52 weeks)

Wiltshire Council has developed a scheme that seeks to provide greater access to those most in need and limits opportunities for abuse.

Ensure fairness:

Customers, many of whom will have complex needs will be better served by a locally delivered more integrated and holistic approach that Wiltshire Council is now in a position to offer.

During the development of the scheme the Council has tried hard to balance the reality of a significant cut in funding with protecting and targeting the scheme towards the most vulnerable members of our community. Particular focus has been on the potential impact that this change of model will have on the people with protected characteristic under the Equality Act:-

Two groups defined in the Equality Act are known to be disproportionately targeted either by the benefit cap (which imports a bias against cultures predisposed to large families), or by welfare reform as a whole (disabled persons). There is substantial national and local evidence to suggest that while Wiltshire's relative cultural homogeneity means the former are few in number, the latter are not. This provides a rationale for prioritising household with substantial structural adaptation, with DHP, where the need is demonstrated.

Disability

Research undertaken by the council and by a number of other researchers has confirmed that those with a disability will be disproportionately affected by these changes, specifically under occupancy charges. Our evidence suggests that homes that been the grant funded to provide adaptations, equate to 22% of all homes subject to an under occupancy charge. Even where there is no adaptation many of those affected are explaining that it is impossible for a member of the household to share a bedroom, whether that be a partner, spouse or sibling, because of the nature of the disability.

There is concern that whilst the scheme is not new, access to the scheme for individuals with this particular characteristic, may be difficult. Action will be taken to target communication about the scheme to disabled groups. Furthermore, the scheme will be regularly monitored and evaluated to ensure disabled people continue to get the support they require.

The policy has therefore been amended to ensure that those in substantially adapted property and who can demonstrate a financial need will have access to discretionary housing payments.

Age

In reviewing local data in respect of awards made during 2012/13 the following table illustrates that customers of pensionable received far lower rates of award. However those of pensionable age will be better protected by the new housing benefit regulations which will take effect from 1st April 2013 than those of working age, who will bear the full impact. The under occupancy charge will not apply to any household where the resident is of pensionable age.

Awards based on Age in 2012-13

Age Bracket	
Under 35s	203
Between 35 and Pension	270
Pensionable age	63
Total	536

Religion/Belief

It would appear that the most of the historic data, and reports collated were prior to the new Equality Duty that came into effect from April 2011 and therefore do not make reference to all of the 9 protected characteristics. Wider equality data across all of the protected characteristics will be captured as part of the application process to the new scheme.

Gender

Unfortunately, there is rather limited disaggregated data for a comprehensive analysis of gender in relation to applicants and success rates across Wiltshire; although, local data suggests that a majority of recipients are women. However, the provision of a locally-delivered service may promote a more equal spread of applications across gender or at least help us to understand why there is such a marked difference in take up.

Gender reassignment

There is no national data on gender reassignment as it is not relevant in terms of accessing the scheme. The merits of collecting equality data across all protected characteristics will be considered as the scheme progresses.

Sexual orientation

There is no national data on sexuality as it is not relevant in terms of accessing the scheme. The merits of collecting equality data across all protected characteristics will be considered as the scheme progresses.

Race

The council does not currently keep case level data on race. Support will be given in terms of

accessing the new service with particular regard to interpretation services, availability of forms and information in different languages and targeted benefit campaigns. Furthermore, the merits of collecting equality data across all protect characteristics will be considered as the scheme progresses.

The new scheme will not discriminate against any protected group covered by the Equality Act 2010.

Marriage and Civil Partnership

Marriage Couples and civil partnerships are recognised equally under the new scheme. Furthermore wider equality data across all of the protected characteristics will be captured as part of the application process to the scheme.

Pregnancy and Maternity

The council does not currently keep case level data on pregnancy or maternity. Support will be given in terms of accessing the new service with particular regard to those who are pregnant as the arrival of a child will impact upon the under occupancy charge. The wider equality data across all of the protected characteristics will be captured as part of the application process to the new scheme.

Deprived/Socio Economic/Disadvantaged groups

The overriding driver to devolve the scheme to a local level is to ensure it benefits those most disadvantaged individuals in the community. By delivering the scheme, in conjunction with other discretionary funds, locally, may ensure that applicants can be sign-posted or encouraged to apply for other funding available from the council. Funding allocation will be carefully monitored to ensure equity across the socio economic divide, however priority will be given to the disabled and to foster cares.

The table below gives an indication of the numbers of customers who are in receipt of housing benefit, are under occupying their homes and receive support from either the council’s Children’s Services or Adult Social Care.

Under-occupying households: Adult Social Care and Children's Services

Care category	Number affected by 'bedroom tax'	Average HB reduction per household pw	Total reduction to HB pa, all households
ASC	99	£14.76	75984.48
Children's Services	107	£15.27	84962.28
Total	206	£15.02	£160,946.76

Finalise your decision:

Senior staff and stakeholders have been consulted in the design and delivery of the new scheme, and the policy document setting out the scope and qualifying criteria will be put before cabinet in February 2013.

In developing a new scheme the council has made every attempt to design out the failings of the old which was introduced many years ago by district councils, working in isolation. Since then service delivery by Wiltshire Council has changed significantly and Wiltshire residents need a local system of targeted support. The new scheme will hopefully deliver this by being more informed and unified to ensure that the customer receives the most appropriate service.

Furthermore, it is recognised that this is just the first in a seines of changes to welfare provision. It is likely that the qualifying criteria and design of the DHP scheme will continue to develop over time,

through wider consultation and ongoing review of case load and the analysis of applications in order to better understand and measure need and local demand.

Communicate what has happened:

- This impact Analysis will be published alongside the policy document on the councils website
- Awareness sessions are currently taking place amongst stakeholders and other council departments
- The DWP will be delivering a national campaign of awareness as well as signposting customers

Review your decision:

- The scheme will be reviewed quarterly by senior managers

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Appendix C

DHP Spend in 2012-13

	Purpose of Award	
No of Successful claims	Rent Deposit scheme	Rent Shortfall
536	£9,540.00	£131,490.62
	Total spend	£141,030.62

Awards based on Age

Age Bracket	
Under 35s	203
Between 35 and Pension	270
Pensionable age	63
Total	536

Appendix D

Under-occupying households: adaptations

Property adaptation	Number affected by 'bedroom tax'	Average HB reduction per household pw	Total reduction to HB pa, all households
Adapted - high	146	£14.94	£113,424.48
Adapted - medium	325	£16.08	£271,752.00
Adapted - low	273	£14.79	£209,958.84
Total adapted	744	£15.45	£595,135.32

Appendix E

Under-occupying households supported by Adult Social Care and Children's Services

Care category	Number affected by 'bedroom tax'	Average HB reduction per household pw	Total reduction to HB pa, all households
ASC	99	£14.76	75984.48
Children's Services	107	£15.27	84962.28
Total	206	£15.02	£160,946.76

Appendix F

Under-occupying households: age breakdown

Age bracket	Under-occ by 1 bed	Percentage of 1 bed under-occupation	Under-occ by 2+ bed	Percentage of 2+ bed under-occupation	Total under-occupying	Percentage of total under-occupation	Average HB reduction per household pw	Total HB reduction pa, all households
58-61	237	8.30%	72	14.90%	311	9.30%	£16.42	£265,378.60
55-57	252	8.80%	86	17.80%	341	10.20%	£16.37	£290,174.10
50-54	417	14.60%	130	27.00%	551	16.50%	£16.41	£470,546.25
45-49	489	17.10%	94	19.50%	585	17.50%	£15.61	£474,734.44
40-44	426	14.90%	55	11.40%	481	14.40%	£15.29	£382,630.66
35-39	274	9.60%	18	3.70%	291	8.70%	£14.71	£222,403.55
30-34	260	9.10%	9	1.80%	267	8.00%	£14.62	£203,257.77
25-29	254	8.90%	11	2.20%	264	7.90%	£14.46	£198,520.41
20-24	194	6.80%	7	1.50%	201	6.00%	£14.17	£147,751.16
<20	40	1.40%	0	0.00%	40	1.20%	£13.07	£27,256.28
unknown	14	0.50%	1	0.20%	13	0.40%	£15.11	£10,503.50
Total	2859	100.00%	483	100.00%	3342	100.00%	£15.48	£2,693,156.72

Appendix G

Under occupation by local Area Board

Community Area	Number affected by 'bedroom tax'	Average HB reduction per household pw	Total reduction to HB pa, all households
Amesbury	157	£15.45	£126,403.92
Bradford on Avon	144	£16.38	£122,607.37
Calne	174	£15.59	£141,118.41
Chippenham	287	£16.00	£238,597.60
Corsham	122	£15.22	£96,261.83
Devizes	354	£14.90	£274,068.10
Downton	58	£15.05	£45,410.14
Malmesbury	75	£15.22	£59,170.12
Marlborough	105	£17.72	£96,650.60
Melksham	249	£15.52	£200,821.19
Pewsey	75	£16.21	£63,018.89
RWB & Cricklade	152	£15.97	£126,025.02
Salisbury	364	£15.31	£289,604.80
South-West Wiltshire	153	£14.88	£118,286.85
Tidworth	138	£16.27	£117,063.69
Trowbridge	461	£14.53	£348,199.89
Warminster	129	£14.99	£100,895.68
Westbury	146	£15.72	£119,491.44
TOTAL	3342	£15.48	£2,690,176.32

Appendix H

Under-occupying households: bedsize
breakdown

Current bedsize	Under-occupying by...					Total
	1 bed	2 bed	3 bed	4 bed	5 bed	
2 bed	1564					1564
3 bed	1161	417				1578
4 bed	129	41	14			184
5 bed	4	3	2	1		10
6 bed	1	0	2	0	1	4
7 bed	0	2	0	0	0	2
Total	2859	463	18	1	1	3342

Current bedsize	Needs a...					Total
	1 bed	2 bed	3 bed	4 bed	5 bed	
2 bed	1564					1564
3 bed	417	1161				1578
4 bed	14	41	129			184
5 bed	1	2	3	4		10
6 bed	1	0	2	0	1	4
7 bed	0	0	0	0	2	2
Total	1997	1204	134	4	3	3342

Appendix I

Reductions to Housing Benefit, compared with Discretionary Housing Fund monies

HB change	Number affected	Average HB reduction per household pw	Total reduction to HB pa, all households	DHP available 2013/14	Shortfall
Benefit cap*	140	£64.57	£273,906		
Under-occupation	3342	£15.48	£2,690,176		
Total			£2,964,082	£246,766	£2,717,316

Discretionary Housing Fund	£s
Total award 2013/14	£474,331
Annual spend 2012/13	£227,565
DHP potentially available to assist with welfare reform in 2013/14	£246,766

* The benefit cap rollout has recently been delayed, with indications it will now be implemented in September 2013. Figure D4 assumes 7 months (1st Sept 2013 to 1st April 2014)

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Wiltshire Council

Cabinet

19 March 2013

Subject: Adoption of the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan

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

Key Decision: No

Executive Summary

Wiltshire Council and Swindon Borough Council have received the Planning Inspector's Report on the examination into the joint Aggregate Minerals Site Allocations Local Plan.

The Inspector's Report concludes that, subject to the inclusion of a limited number of main modifications, the submitted Plan is 'sound' and should be adopted as soon as is reasonably practicable.

Once adopted the Plan will form part of the Council's planning policy framework.

Proposals

That Cabinet notes the content of the Inspector's Report on the examination of the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan (copy provided at **Appendix 2**) and that

Cabinet recommends to Full Council:

That the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan, incorporating the Inspector's main modifications, is adopted (a copy of the Plan is provided at **Appendix 1**).

Reason for Proposal

The Aggregate Minerals Site Allocations Local Plan is the final element of the current minerals planning policy framework for Wiltshire and Swindon. The Plan takes its lead from national policy; and the policy framework set out in the adopted Wiltshire and Swindon Minerals Core Strategy (June 2009) and Minerals Development Control Policies Development Plan Document (September 2009).

In line with the provisions of the Local Government Act 2000 (as amended), the Plan must first be approved by Cabinet before it is agreed for adoption by Full Council.

Alistair Cunningham
Service Director for Economy and Regeneration

Wiltshire Council

Cabinet

19 March 2013

Subject: Adoption of the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan

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

Key Decision: No

Purpose of Report

1. To request that Cabinet:
 - (i) Notes the content of the Inspector's Report on the examination of the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan (copy provided at **Appendix 2**).
 - (ii) Approves the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan (incorporating the Inspector's modifications) and recommends to Full Council that it be adopted (copy provided at **Appendix 1**).

Background

2. The Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan (the Plan), formerly known as the Wiltshire and Swindon Aggregate Minerals Site Allocations Development Plan Document, is the final document in the current minerals planning policy framework for Wiltshire and Swindon. The Plan takes its lead from the policy framework set out in the adopted Wiltshire and Swindon Minerals Core Strategy (June 2009) and Minerals Development Control Policies Development Plan Document (September 2009) produced jointly by Wiltshire Council and Swindon Borough Council.
3. Since 2004, over 62 potential mineral site options have been considered for inclusion in the Plan. These sites have been subject to extensive assessment and site appraisal work undertaken by the Councils which determined whether they should be included in the Plan. The 'long-list' of site options has also been considered through stakeholder engagement, public consultation exercises (2004 - 2009, 2010, 2011 and 2012) and dialogue with operators and developers.
4. The Plan, containing 7 sites, was submitted to the Secretary of State for Examination on 20 July 2012, following approval by Cabinet on 19 June 2012 and Council on 26 June 2012. Hearing sessions on the 'soundness' of the Plan took place between 23 and 25 October 2012. These sessions provided an

opportunity for people to present their case to the independent Planning Inspector.

5. Following the hearing sessions the Councils published the 'Schedules of Modifications' report for a six week consultation period (12 November – 27 December 2012) to give all interested parties the opportunity to comment on the Councils' proposed main and minor modifications to the Plan before the Inspector completed his report.
6. Following the round of consultation on proposed modifications, the Inspector considered all representations received and presented his Final Report to the Councils on 5 February 2013.
7. The Inspector concludes that, subject to the main modifications set out in his report, the Plan is 'sound'. This is a major achievement for the Councils as local plans are rigorously scrutinised by the Government to ensure that they are 'soundly' based.

Main Considerations for the Council

8. The Inspector's Report, including a schedule of main modifications to be made to the Plan, is provided in **Appendix 2**.
9. The modifications can be summarised as follows:
 - (a) The inclusion of a policy which sets out how the National Policy presumption in favour of sustainable development will be applied in a local context.
 - (b) An update as to the position regarding the Saved Policies of the old Minerals Local Plan which were due to be replaced (as expressed through the Minerals Core Strategy) by this updated Minerals Site Allocations Local Plan.
 - (c) A justification for proceeding with a combined landbank calculation (for sharp sand and gravel and soft sand) and maintaining existing patterns of supply from current mineral working areas due to local circumstances that militate in favour of an approach slightly different from that in the NPPF.
 - (d) Changes to the site boundary at North Farm due to ownership changes, the incorporation of 'Zones of Sensitivity' at Cox's Farm to protect residential amenity and the addition of a standoff area at Blackburr Farm to protect an area of historical/archaeological importance and heritage setting.
 - (e) Additional wording to be inserted into the site profile table of Brickworth Quarry to further clarify the general condition of the trees on site (designated as ancient woodland but in effect in agri-forestry use and planted with conifers under a woodland management scheme). Whilst further stressing the need to robustly protect and retain ancient woodland soils on site for re-establishing typical Ancient Woodland species through

priority woodland habitat restoration.

10. The Plan (as set out in **Appendix 1**) presents a framework of 7 sites to meet a locally derived sand and gravel apportionment figure of 1.2 million tonnes per annum for Wiltshire and Swindon up to 2026 and can now be adopted.
11. The 7 sites are considered to represent the best and most deliverable options for future mineral extraction. Once adopted, these sites will have 'preferred area' status and should be safeguarded for mineral working. The Councils will manage the detail of any proposals that come forward on the sites through the planning application process.
12. Once adopted, the Plan will form part of the Councils' wider Local Development Framework and be used in the decision making process to assess planning applications.

Environmental and Climate Change Considerations

13. The Plan has been prepared in accordance with legislative procedures and national policy¹. In addition, the document is in general conformity with the adopted Wiltshire and Swindon Minerals Core Strategy, which itself has been subject to Sustainability Appraisal.
14. In preparing and appraising the document, over 62 site options have been considered and judged against environmental criteria through the rigorous application of Sustainability Appraisal (incorporating the requirements of the Strategic Environmental Assessment Directive) and Habitats Regulations Assessments. As such, the 7 site allocations are considered to represent the most sustainable options for meeting a locally derived apportionment figure of 1.2 million tonnes per annum for Wiltshire and Swindon up to 2026.
15. Matters in relation to the potential environmental impact of bringing forward new minerals sites have been fully considered. The Plan sets out clear guidelines to be considered when planning applications are being prepared. Such matters include, *inter alia* – pollution/human health control measures, flood risk assessment and mitigation for landscape impact. Where necessary, appropriate changes/amendments to site profiles have been proposed to reflect information presented by consultees (e.g. the Environment Agency, English Heritage) through previous consultation work.
16. Environmental and climate change implications have been, and will continue to be, fully considered and minimised as far as is reasonable practicable at the plan level. Detailed proposals in relation to climate change adaptation and the mitigation of social / environmental impacts will be matters for any subsequent planning application process.

¹ The bulk of the plan preparation process was undertaken in the light of previous national planning policy, as set out across the former Planning Policy Statements. With the publication of the National Planning Policy Framework, the Plan has been screened for general conformity with new policies

Equalities Impact of the Proposal

17. A detailed Equalities Impact Assessment (EIA) was prepared to support the submission draft plan and was considered by the Inspector through the examination process.
18. The adoption of the Plan does not alter the conclusions of the original EIA.

Risk Assessment

19. The risks associated with the adoption of the Plan stem from the process of adoption and specifically the potential for legal challenge.
20. Once the Plan has been adopted, it will enter a six week 'legal challenge period'. This process occurs with the adoption of any local plan and simply follows legal procedures.
21. Once the six-week legal challenge period has expired, the Plan can be considered as being finally adopted.

Financial Implications

22. The financial implications of adopting and publishing the Plan are to be met from the Spatial Planning Provision. The most significant financial risk associated with the adoption process stems from the potential for legal challenge; such actions are rare but must be considered and cost will need to be met.

Legal Implications

23. The steps undertaken to date, and those next steps proposed within this report, are considered to be fully compliant with regulatory requirements as set out in Regulations 18 and 19 of the Town and County Planning (Local Planning) (England) Regulations 2012.
24. There are legal implications associated with the adoption of the Plan but in essence these are limited to the potential for judicial challenge in accordance with Section 113 of the Planning and Compulsory Purchase Act 2004. Any such challenge would be limited in terms of scope and could only seek to challenge whether a procedural step in the process of preparing each document had been missed or not complied with fully.
25. At the point the Plan is formally adopted by the two Councils, an 'Adoption Statement' will be published in the local press. If at this stage anyone wishes to lodge a judicial challenge to the Plan, they must do so within six weeks of the adoption date.

Options Considered

26. The adoption of the Plan will help ensure that the Council has an up-to-date minerals policy framework in place. Failure to adopt the Plan could result in:

- (a) A reduction in the amount of control the Council can exert over the location of any minerals sites that are presented as planning applications; and
- (b) The Council failing to provide a steady and sufficient supply of aggregate mineral to market and continuing to provide an insufficient landbank of reserve.

Conclusions

- 27. The Inspector's Report concludes that, subject to the inclusion of the main modifications, the Plan is 'sound'. This is a significant achievement for the Council and an important step towards the completion and delivery of a minerals policy framework for Wiltshire and Swindon.
- 28. The Inspector's recommended main modifications must be made in order for the Plan to be adopted, published and incorporated into the policy framework of the two Councils.
- 29. Once formally adopted, copies of the adopted Plan (incorporating the Inspector's recommendations), the Inspector's Report, Adoption Statement and final Sustainability Appraisal report, will be published and made available for inspection.
- 30. At the point of adoption, the Plan will be the subject of a six week period within which a legal challenge may be submitted.
- 31. Adoption of the Plan represents the final stage of the plan making process. If Cabinet recommends the Plan for adoption, Swindon Borough Council and Wiltshire Council will formally adopt the plan on 11 April and 14 May 2013 at their respective Council meetings.

Alistair Cunningham Service Director for Economy and Regeneration

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

None

Appendices:

Appendix 1 – Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan
Appendix 2 – Inspector's Report

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Report to Wiltshire Council and Swindon Borough Council

by Andrew S Freeman BSc(Hons) DipTP DipEM FRTPI FCIHT MIEnvSc
an Inspector appointed by the Secretary of State for Communities and Local Government
Date: 5th February 2013

PLANNING AND COMPULSORY PURCHASE ACT 2004 (AS AMENDED)

SECTION 20

REPORT ON THE EXAMINATION INTO THE WILTSHIRE AND SWINDON

AGGREGATE MINERALS SITE ALLOCATIONS

LOCAL PLAN

Document submitted for examination on 20 July 2012

Examination hearings held between 23 and 25 October 2012

File Ref: PINS/K3930/429/7

ABBREVIATIONS USED IN THIS REPORT AND IN THE APPENDICES

Core Documents (referenced in parentheses in the text) are prefixed by the letters
CON, CPP, LDS or MIN

AA	Appropriate Assessment
ha	hectare
HRA	Habitats Regulations Assessment
LDSs	Local Development Schemes
m	metres
MCS	Minerals Core Strategy
MM	Main Modification
mtpa	million tonnes per annum
NPPF	National Planning Policy Framework
Para	Paragraph
PRoW	Public Right of Way
RS	Regional Strategy
SA	Sustainability Appraisal
SCIs	Statements of Community Involvement
SCS	Sustainable Community Strategy

Non-Technical Summary

This report concludes that the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan provides an appropriate basis for the planning of the County and Borough Area over the next 13 years providing a number of modifications are made to the Plan. The Councils¹ have specifically requested that I recommend any modifications necessary to enable them to adopt the Plan. All the modifications to address this were proposed by the local planning authorities and I have recommended their inclusion after full consideration of the representations from other parties on these issues.

The modifications can be summarised as follows:

- Adding reference to saved policies;
- Including a policy, and supporting text, on the presumption in favour of sustainable development;
- Justifying the absence of separate figures on soft sand;
- Amending the boundary of Inset Map 3: North Farm to exclude land not available for mineral extraction;
- Adding reference to a Zone of Sensitivity at Cox's Farm;
- Identifying a "stand-off" area at Blackburr Farm; and
- Justifying the loss of ancient woodland and strengthening the related provisions at Brickworth Quarry.

¹ Wiltshire Council and Swindon Borough Council

Introduction

1. This report contains my assessment of the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan in terms of Section 20(5) of the Planning and Compulsory Purchase Act 2004 (as amended). It considers first whether the Plan's preparation has complied with the duty to co-operate, in recognition that there is no scope to remedy any failure in this regard. It then considers whether the Plan is sound and whether it is compliant with the legal requirements. The National Planning Policy Framework (Paragraph 182) makes clear that, to be sound, a Local Plan should be positively prepared, justified, effective and consistent with national policy.
2. The starting point for the examination is the assumption that the local authorities have submitted what they consider to be a sound plan. The basis for my examination is the Proposed Submission Draft (January 2012, MIN/01) which is the same as the document published for consultation in January 2012.
3. My report deals with the main modifications that are needed to make the Plan sound and legally compliant and they are identified in bold in the report (**MM**). In accordance with Section 20(7C) of the 2004 Act, the Councils requested that I should make any modifications needed to rectify matters that make the Plan unsound/not legally compliant and thus incapable of being adopted. These main modifications are set out in the Appendices.
4. The main modifications that go to soundness have been subject to public consultation and, where necessary, Sustainability Appraisal (SA) and I have taken the consultation responses into account in writing this report.

Assessment of Duty to Co-operate

5. Section 20(5)(c) of the 2004 Act requires that I consider whether the Councils complied with any duty imposed on them by Section 33A of the 2004 Act in relation to the Plan's preparation. Section 33A requires constructive, active and ongoing engagement with local authorities and a variety of prescribed bodies in order to maximise the effectiveness of plan preparation.
6. Over the last 25 years, the Councils have been involved in a range of exercises concerning co-operative working on minerals planning matters. The main purpose of such co-operation has been to address issues relating to the long-term supply of minerals particularly in the Upper Thames Valley where there are shared interests with Gloucestershire County Council and Oxfordshire County Council. Examples of co-operation include:
 - Active and on-going involvement in the Aggregate Working Party;
 - Active involvement in the sub-regional apportionment process;
 - Active involvement in the preparation of minerals policies for inclusion in the draft Regional Spatial Strategy for the south west;
 - Working with Dorset County Council and Hampshire County Council on the completion of the Wessex Aggregates Study;

- Consultation and direct engagement on minerals plans prepared by neighbouring authorities; and
 - Adoption of policies relating to joint working in the adopted Minerals Core Strategy (CCP/54, Policies MCS 1 (C) and MCS 5).
7. Relevant bodies were involved in the preparation of the Aggregate Minerals Site Allocations Local Plan on more than a dozen occasions.² The Environment Agency, English Heritage and Natural England have been fully involved on a continuing basis in the preparation of documents to support the Plan. They have been involved in:
- Providing advice on the scope and content of the Site Selection and Site Appraisal Methodology;
 - Helping to inform the detailed assessments undertaken on all sites;
 - Helping to shape restoration objectives in the Plan; and
 - Responding to consultation on specific wording included in the Plan.
8. The Hydrogeological Impact Assessments on the sites in the Upper Thames Valley were specifically commissioned in response to concerns raised by the Environment Agency. In addition, specific wording regarding the Archaeology and Historic built environment sections of the Plan has been negotiated with English Heritage.
9. Liaison with neighbouring authorities and prescribed bodies has been embedded within the plan making process from its early stages. This has ensured that the approach to site selection and proposals of the Plan were in accordance with these bodies, plans and programmes from the outset. Consultation has been undertaken with neighbouring authorities and other prescribed bodies in order to understand the implications of the proposed Plan on the interests of these organisations.
10. Furthermore, a note was circulated (as an addition to the proposed submission consultation) to all neighbouring minerals planning authorities giving an additional opportunity to comment on the approach taken by the Councils in the preparation of the Plan and outlining the Councils' intention to proceed with a locally derived apportionment figure.
11. Evidence on all of the exercises that the Councils have undertaken in regards the duty to co-operate throughout the plan making process and the outcomes of these actions is detailed in Table 1 of the submitted Statement on the Duty to Co-operate (MIN/05).
12. I conclude that the Councils have worked collaboratively with other authorities and bodies and have co-operated effectively through a continuous period of engagement. The Local Planning Authorities have fulfilled the duty to co-operate with regard to the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan.

² See Councils' Position Statement on Matter 1 (WC/SBC/PS/MSA - MM1, September 2012), Para 12.6

Assessment of Legal Compliance

13. My examination of the compliance of the Plan with the legal requirements is summarised in the table below. I conclude that the Plan meets all these requirements. However, I have comments to make on the Local Development Schemes, community involvement and saved policies.

Local Development Schemes

14. The Local Development Scheme for Swindon (LDS/02), as submitted to the Secretary of State at the start of the examination process, referred to public examination of the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan in Winter 2011/2012 with adoption in July 2012. In the event, hearing sessions were held in October 2012. Adoption in Spring 2013 is now anticipated. To reflect these revised dates, an updated Local Development Scheme for Swindon has been prepared (LDS/07). The content and timing of the Plan are compliant with the revised scheme.

Saved policies

15. Regulation 8(5) of the Town and Country Planning (Local Planning) (England) Regulations 2012 states that, where a local plan contains a policy that is intended to supersede another policy in the adopted development plan, it must state that fact and identify the superseded policy. In this regard, Appendix 2 of the Wiltshire and Swindon Minerals Core Strategy 2006-2026 (CPP/54) indicates that a number of policies from the Wiltshire and Swindon Minerals Local Plan (CPP/56) are to be replaced under the Aggregate Minerals Site Allocations Local Plan. Reference is made to Policies 35 and 49 of the former Local Plan; also Annex 1.
16. In the event, a planning application is at the time of writing being considered against the existing policy framework including Policy 35 (Preferred Areas for Sharp Sand and Gravel) of the former Local Plan. As such Policy 35 is to be saved until the first review of the Aggregate Minerals Site Allocations Plan. Annex 1, as referred to above, has been replaced by the adopted Policy Framework. Regarding Policy 49 (Preferred Areas for Proposals for Cement Raw Materials), extraction of chalk (and related clay) in the county has now ceased. The policy is redundant.
17. There are, therefore, no policies in the adopted development plan that are to be superseded under the provisions of the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan. However, this is at variance with the expectations expressed in the Minerals Core Strategy. In order to regularise and clarify matters, main modifications (**MM1 and MM2**) are recommended.

Community involvement

18. With regard to community involvement, there are concerns from representors that the guidance, procedures and good practice of central and local government have not been followed, notably in the selection, assessment and elimination of individual sites. It is felt that discussions have taken place behind closed doors and democratic rights of involvement have been denied. In addition, communication with parties has been lacking.

19. I appreciate that the process of making decisions is involved and often difficult to understand. In addition, and particularly for those without internet access, keeping in touch with developments and accessing relevant documents can be a considerable difficulty. However, there has been compliance with the Statements of Community Involvement (SCIs). I do not find that the consultation process was flawed. The time periods of consultation met the requirements of the Regulations and the SCIs.

LEGAL REQUIREMENTS	
Local Development Schemes (LDSs)	The Local Plan is identified within the approved LDSs for Wiltshire (August 2012 update) and Swindon (November 2012) which set out expected adoption dates of December 2012 / Spring 2013. Preparation of the Local Plan has been in accordance with the LDSs.
Statements of Community Involvement and relevant regulations	The Statements of Community Involvement were adopted in February 2010 (Wiltshire) and January 2007 (Swindon). Consultation has been compliant with the requirements therein including consultation on the post-submission proposed "main modification" changes (MM).
Sustainability Appraisal (SA)	SA has been carried out and is adequate.
Habitats Regulations Assessment (HRA)	The Habitats Regulations AA Screening Report (January 2012) sets out why AA is not necessary.
National Policy	The Local Plan complies with national policy except where indicated and modifications are recommended.
Regional Strategy (RS)	The Local Plan is in general conformity with the RS.
Sustainable Community Strategies (SCSs)	Satisfactory regard has been paid to the SCSs.
2004 Act (as amended) and 2012 Regulations	The Local Plan complies with the Act and the Regulations.

Assessment of Soundness

Preamble

20. The main context for the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan is set by the Wiltshire and Swindon Mineral Core Strategy as adopted in June 2009. Amongst other things, the Core Strategy sets a strategic policy framework for meeting the need for minerals and managing minerals development.
21. The Core Strategy identifies a number of Aggregate Resource Areas. These are Upper Thames Valley; Calne Area; South East of Salisbury; Bristol Avon; and Salisbury Avon. Sand and gravel development in the short and medium term is envisaged in the first three of these resource areas. The Site Allocations Local Plan draws on these provisions by proposing allocations in those same areas.

22. The majority of the allocations (five out of seven) are in the Upper Thames Valley. The allocated sites are known respectively as Cox's Farm; Blackburn Farm; North Farm; land east of Calcutt; and land at Cotswold Community. There is one proposed allocation within the Calne Area (land at Compton Bassett). The remaining allocation (extensions to Brickworth Quarry) is in the South East of Salisbury Area.
23. The preparation of the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan and its examination have taken place at a time of change. For example, the Government intends to revoke regional strategies including the Regional Planning Guidance for the South West. Further, the National Planning Policy Framework, published in March 2012, now provides the main context for the preparation of local plans. Other relevant policy documents have also been published. The most recent is "Guidance on the Managed Aggregate Supply System" (October 2012).
24. Although there is an intention to abolish the Regional Planning Guidance for the South West, this regional strategy remains part of the development plan. For the time being, the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan must be in general conformity with the regional strategy.
25. Much of the evidence base for the Regional Planning Guidance for the South West is considerably out of date. The same applies to that for the draft Regional Spatial Strategy for the South West 2006-2006. Evidence prepared for the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan is more recent and presents an up-to-date picture on minerals issues. Nevertheless, key aims and principles from the Regional Planning Guidance for the South West remain relevant and are reflected in the Site Allocations Local Plan.
26. The National Planning Policy Framework sets out the Government's planning policies for England and how these are expected to be applied. Facilitating the sustainable use of minerals is addressed in the Framework and in the accompanying Technical Guidance.
27. Specific instances of accordance or otherwise with the National Planning Policy Framework are addressed in the body of my report. However, there are two matters for preliminary attention. These are the new presumption in favour of sustainable development; and a new soundness requirement, namely that local plans should be positively prepared.
28. With regard to the presumption in favour of sustainable development, the Councils are proposing to include, in the Site Allocations Local Plan, a policy based on the Planning Inspectorate's related model condition together with supporting text that reflects the wording in the Framework. These changes would be introduced through a main modification (**MM3**).
29. In terms of the new soundness requirement, the Framework requires that the Plan should be based on a strategy which seeks to meet objectively assessed development and infrastructure requirements. In this regard, a steady and adequate supply of minerals would be yielded from a variety of sources and locations. The provisions can be considered to be positive and enabling. They

set out the circumstances where development would be permitted rather than seeking to restrict growth.

30. I find that the Plan has been positively prepared and is sound in this regard. In addition, with the incorporation of main modification **MM3**, there would be a clear statement of the Councils' intention to take a positive approach that reflects the presumption in favour of sustainable development contained in the National Planning Policy Framework. As such, there would be accordance with this important new strand of national policy.
31. As noted above, "Guidance on the Managed Aggregate Supply System" was published in October 2012. This was after the effective close of the examination hearings. Representations from interested parties were invited as part of the consultation on the post-hearing modifications. I have taken the consultation responses into account in writing this report.

Main Issues

32. Taking account of all the representations, written evidence and the discussions that took place at the examination hearings, I have identified two main issues upon which the soundness of the Plan depends.

Issue 1 – Whether appropriate provision is made for the steady and adequate supply of sharp sand, gravel and soft sand; whether there is flexibility regarding the availability of sites; and whether additional allocations should be made

Appropriate apportionment

33. One of the controversial matters discussed at the examination hearings was the amount of sand and gravel that should be produced each year. Certain owners and industry representatives were concerned that the "apportionment" was too low and that greater provision should be made or that a higher contingency figure should be included as part of the proposed provision.
34. In this regard, the Minerals Core Strategy anticipates provision at a rate of 1.85 million tonnes per annum (mtpa). A more recent figure can be found in the National and Local Guidelines for Aggregate Provision 2005-2020, September 2011. These propose a local guideline figure of 1.41 mtpa. In contrast, the rate envisaged under the Minerals Allocations Plan is 1.20 mtpa.
35. National policy on aggregate supply is now set out in the National Planning Policy Framework. This post-dates the Minerals Core Strategy. Paragraph 145 of the Framework indicates that supply should be based on a rolling average of 10 years' sales data and other relevant local information. Planning for a steady and adequate supply of aggregates would be informed by the preparation of an annual Local Aggregates Assessment.
36. The Councils have produced a Local Aggregates Assessment which has, in turn, been used to inform preparation of the Site Allocations Plan. The Assessment demonstrates that, over the last 10 years (2002-2011 inclusive) the average annual production in Swindon and Wiltshire is the equivalent of 1.02 mtpa.

37. Given uncertain economic times, the Assessment suggests that a local forecast figure of 1.20 mtpa should be used. This would offer the flexibility required to increase production as and when economic conditions dictate and would factor in any discrepancies between estimated reserves and actual reserves.
38. Critics point out that the deposits in Wiltshire, notably in the Upper Thames Valley, are part of a shared resource that covers a wide catchment including parts of Gloucestershire and Oxfordshire. Wiltshire is in fact a "shortfall authority" where there is evidence of consumption being above local output. In addition, attention is drawn to the commercial strategies of extraction companies. These strategies have a bearing on levels of output in Wiltshire.
39. As to the Local Aggregates Assessment, there are criticisms of the way that this has been carried out. In addition, it is felt that the results merely give an average of previous production, not necessarily an indication of future requirements. In particular, it is felt that too much emphasis is placed on the past three years when there has been a major economic recession. Further, the landbank would be below the seven year requirement referred to in the National Planning Policy Framework.
40. For my part, I recognise that the minerals in Wiltshire are a shared resource, that commercial strategies are at play and that production in Wiltshire and Swindon falls short of actual consumption. However, these are not new factors. They are reflected in the sand and gravel production figures which, in the Local Aggregates Assessment, are shown over a 21-year period. The landbank picture also reflects local circumstances.
41. As to the Local Aggregates Assessment, I appreciate that the way in which it was prepared was not in complete accordance with current guidance and best practice. Nevertheless, I do not consider that the results are flawed. They are based on the rolling average of 10 years' sales data as now required by the National Planning Policy Framework. In addition, a reasonably healthy contingency is included for unforeseen circumstances. The figure would also be the subject of monitoring and management under Minerals Core Strategy Policy MCS 11.
42. I am aware that the sales data presents a mixed picture including a decline in sales notably over the last three years. However, the work follows the approach advocated in the National Planning Policy Framework. In addition, the recent "Guidance on the Managed Aggregate Supply System" states that mineral planning authorities should look at the average 3 year sales to identify the general trend of demand.³ I do not consider that average sales will differ markedly from those assessed by the Councils certainly in the foreseeable future.

Soft sand landbank

43. The key outstanding matter concerns the necessity or otherwise for a separate soft sand landbank. National policy as expressed in the National Planning Policy Framework states that minerals planning authorities should plan for a steady and adequate supply of aggregate by, amongst other things, calculating and maintaining separate landbanks for any aggregate materials of

³ NPP/162, footnote on Page 2

a specific type or quality which have a distinct and separate market. Soft sand would be a case in point. However, in common with the Minerals Core Strategy, the Site Allocations Plan does not make separate provision for soft sand.

44. The local evidence indicates that, in Wiltshire and Swindon, there are only two operational soft sand quarries. This raises the question of the need to maintain commercial confidentiality. Having a separate landbank calculation for soft sand would not protect the commercial interests of the current operating companies. If such information were included it would be relatively easy to calculate the remaining reserves.
45. In addition, I note that the Plan is essentially seeking to maintain existing patterns of supply from current mineral working areas. Soft sand-type minerals are produced from traditional sharp sand and gravel-producing quarries. The sales of soft sand are dictated by market forces.
46. I conclude that regard has been paid to national policy but there are local circumstances that militate in favour of an approach slightly different from that in the National Planning Policy Framework. However, the justification for the different approach is not set out in the Proposed Submission Draft. This omission would be corrected through a main modification (**MM4**).

Additional allocations

47. Few representors put forward sites that they would wish to see allocated through the mechanism of the Site Allocations Local Plan. There are four sites in total. Two of the sites (known as Sites U15 and U17) are in the Upper Thames Valley Resource Area, south of Ashton Keynes. The other two sites are in the Calne Area. One is north of Bromham (Site C8). The other is adjacent to Sahara Sand Pit (Site C16).
48. Whilst in all cases there could be issues of viability, I have not read or heard any evidence that would demonstrate that any one of these sites is unacceptable in principle. Nevertheless, having regard to the site assessment process and my conclusions below on the second main issue, I would not judge any of the sites to be better than those already allocated. More particularly, given my conclusions on the adequacy of the sand and gravel "apportionment", I conclude that there is no need for additional allocations. The requirements of the Plan area would be met by the Councils' proposals.
49. It is not necessary for me to conclude on the detailed merits of the objection sites. There is no need for allocations beyond those identified by the Councils. In such circumstances, it would be open for owners or mineral operators to take forward proposals for mineral extraction under the provisions of the Minerals Core Strategy (Policy MCS 1 (B)) and this Site Allocations Plan as proposed to be modified (Policy MSA 1 – MM3 refers).

Issue 2 - Whether the allocated sites are acceptable in environmental terms and in other respects; and whether the sites are deliverable

Deliverability

50. Dealing first with the matter of deliverability, general concern was expressed in the representations about whether the resource yield envisaged for each allocated site would be realised in practice. In some cases, as at North Farm, it was felt that the nature of the deposits in parts of the site would render extraction uneconomic. Elsewhere, the concern related to the "loss" of deposits that would not be worked. Examples include land at North Farm, the proposed Zone of Sensitivity at Cox's Farm and a heritage standoff area at Blackburr Farm.
51. For my part, I recognise that there are uncertainties regarding the amounts of sand and gravel that could be extracted from the various sites. However, I have no reason to suppose that the yields would be materially different from the amounts assumed in the Proposed Submission Draft. In any event, and as stated above, a certain contingency has been built into the proposed local forecast figure. The sites would make an essential contribution to the requirements of Wiltshire and Swindon. There are no overriding considerations.
52. There is one particular instance where I find that the provision of the Plan would not be deliverable. This is at North Farm where, at the examination hearings, it became clear that the boundary proposed for the allocated site would include land in the ownership of representors and would not be available for mineral extraction. The area involved is limited. However, to the extent that the proposals would not be deliverable, the Plan would not be effective. It would be contrary to national policy. The boundary would need to be changed through a main modification (**MM5**).

Acceptability in environmental terms

53. There are a number of matters that relate to the acceptability or otherwise of the various allocated sites in environmental terms. Broad topics include the water environment; traffic; noise and dust; heritage; landscape and visual impact; and biodiversity.

Water environment

54. The water environment in the Thames Valley and the possibility of cumulative flood effects is an important concern. In this regard, although a Strategic Flood Risk Assessment has been carried out, the Environment Agency cannot comment on unacceptable flood risk without seeing specific flood risk assessments. This is understandable. The design of individual schemes would have a bearing on matters such as storage capacity and water impedance.
55. As to national policy, sand and gravel working are regarded as water-compatible developments. Nevertheless, a site-specific flood risk assessment would be necessary for proposals of 1 ha or greater in Flood Zone 1 and all proposals for new development in Flood Zones 2 and 3.

56. The Proposed Submission Draft is in line with national policy. Flood risk assessments would need to be submitted with any subsequent planning application. If the environment could be significantly compromised as a result of the specifics of the developments, I would expect applications for sand and gravel extraction to be refused.

Traffic

57. Traffic effects are of potential importance in all areas. However, there are particular concerns in the Upper Thames Valley and in the Calne area.
58. In the Upper Thames Valley, there would be heavy goods vehicle movements to and from various proposed extraction sites along C-class roads. However, I observed that such roads are of a reasonable width and alignment. Necessary improvements and alterations could be carried out as part of the development management process. Bearing in mind the safeguards contained within the Plan and in the policies of the Minerals Core Strategy, I find that the provisions are soundly based.
59. With regard to the allocated site near Compton Bassett, the principal concern is the effect on the market town of Calne and its road network. This is in circumstances where there have been a number of significant developments and others are in prospect. Again, I find that the proposals are sound. Any application would have to be accompanied by a Transport Assessment. The aim would be to identify the measures that would need to be taken to adequately mitigate or compensate for the anticipated transport and related environmental impact of the proposals.

Noise and dust

60. In terms of noise and dust, there would be a potential effect on individual properties at all sites. In this regard, I recognise that noise, dust and other environmental impacts are difficult to mitigate completely. However, under the terms of the Plan and the Minerals Core Strategy, I would expect controls to be exercised such that impacts would be contained within acceptable limits.
61. An exception would be the site at Cox's Farm where the land is fringed by the village of Marston Meysey to the west and by a cluster of properties at Cox's Farm and by the village of Dunfield to the east. Without further controls in the Plan, I find that the amenity of residential occupiers could be significantly affected. The setting of Marston Meysey and Dunfield could also be compromised.
62. The solution has been to identify a Zone of Sensitivity. This would be effected through a series of main modifications (**MM6 – MM12**). In accordance with national policy, this would help safeguard residents' amenities. There would also be benefits in terms of safeguarding the rights of way network and the historic character and landscape setting of Marston Meysey and Dunfield.

Heritage

63. The setting of the Marston Meysey and Dunfield Conservation Areas would be protected through the mechanism of the Zone of Sensitivity referred to above. However, heritage issues are also of concern at Blackburr Farm. Here, areas of the landscape are of historic importance and sensitivity; there is evidence of features of archaeological interest; and the setting and heritage significance of St Mary's Church (Grade 1 listed) and the Castle Eaton Conservation Area need to be protected.
64. Following discussions with English Heritage, and to accord with national policy, it is agreed that protection should be afforded through the definition of a stand-off area in the southeastern corner of the Blackburr Farm site, close to Castle Eaton. The revised wording and inset map are the subject of main modifications (**MM13 – MM16**).

Landscape and visual impact

65. The potential impact of mineral extraction on the landscape of the Upper Thames Valley is a particular concern. Although not a protected landscape, the flood meadows and other local features such as ancient trees and hedgerows are highly valued. There are long views and wide vistas notable along the river itself and towards rising ground and woodland planting to the south. Views from the elevated ground are of equal importance.
66. Exposed mineral workings, bunds, screening and the like have the potential to mar the landscape and to be visually intrusive. Unsympathetic restoration could lead to an industrially influenced or other landscape incongruous to the character of the area.
67. I recognise that short-term works and poorly conceived restoration could cause significant visual impact and harm landscape character. However, the Site Allocations Local Plan sets out clear and appropriate restoration objectives for all the sites. In addition, detailed schemes would be the subject of conditions and obligations and would be judged against the adopted environmental policies in the Minerals Core Strategy. Detailed proposals would be tested at the planning application stage. I am satisfied that, given the various provisions and safeguards, there are no overriding objections to the principle of sand and gravel extraction at the allocated sites.

Biodiversity

68. The grazing marshes in the Upper Thames Valley floodplain are the subject of flooding that has been described as a "seasonal spectacular". However, these and other habitats would be the subject of loss and direct disturbance by sand and gravel workings. The continuity of the habitat corridor along the River Thames is also threatened. There would be a potential effect on creatures that include otters, water vole, bats, badgers and nationally important birds.
69. For my part, I find that the Site Allocations Plan provides a considered response. For example, there is reference to meeting the targets of Biodiversity Action Plans, providing habitats for creatures such as farmland birds, harvest mice, otters, water vole and curlew. Improving connectivity

between habitats and movement for mammals, birds and bats across or around allocated sites is also specifically mentioned.

70. There is always the possibility that the conditions upon restoration would be at odds with those of the creatures currently using the sites. However, it appears to me that clear objectives and safeguards are in place through the provisions of the Sites Allocations Plan and the related Minerals Core Strategy. In addition, the statutory protection afforded to key species and habitats would still have force. I see no overriding objection to the principle of allocating the various sites for the extraction of sand and gravel.
71. With regard to the proposed extensions to Brickworth Quarry, there is a different key consideration. This concerns the presence of ancient woodland within the boundaries of the two extension sites. The National Planning Policy Framework, at Paragraph 118, advises that development resulting in the loss or deterioration of ancient woodland should be refused. In addition, Paragraph 9 of the Framework seeks positive improvements in the quality of the natural environment; and Paragraph 109 calls for contributions to the enhancement of the natural and local environments.
72. Having regard to the evidence before me, and my own site inspection, I note that extraction would affect areas that are by definition ancient woodland. However, within these areas, there are no ancient or veteran tree specimens. The area is currently in use as agri-forestry and is planted with conifers under a woodland management scheme. The trees on this part of the estate are felled regularly. Planning permission has already been granted for the felling of parts of the woodland in the area to allow mineral working to take place.
73. In the circumstances, I feel that priority should be given to protecting the quality and integrity of the soils on the site as they represent the potential seed bank for typical ancient woodland species. Benefits would be maximised through restoration to lowland mixed deciduous woodland with retention and conservation of the ancient woodland soils carefully managed through the extraction process. In addition, a suitable soil handling strategy would help conserve the seed bank.
74. Bearing in mind the important contribution that the land at Brickworth Quarry would make to the needs of Wiltshire and Swindon, I find that there is a clear case for the loss of what is defined as ancient woodland. However, there needs to be clearer justification of this departure from national policy; and also strengthening of the provisions relating to the protection and retention of the soils. In addition, and in order to provide greater consistency with Paragraphs 9 and 109 of the National Planning Policy Framework, the entire site should be restored to priority habitat. Main modifications **MM17 and MM18** refer.

Overall Conclusion and Recommendation

- 75. The Plan has a number of deficiencies in relation to soundness and/or legal compliance for the reasons set out above which mean that I recommend non-adoption of it as submitted, in accordance with Section 20(7A) of the Act. These deficiencies have been explored in the main issues set out above.**

76. The Councils have requested that I recommend main modifications to make the Plan sound and/or legally compliant and capable of adoption. I conclude that, with the recommended main modifications set out in the Appendices, the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan satisfies the requirements of Section 20(5) of the 2004 Act and meets the criteria for soundness in the National Planning Policy Framework.

Andrew S Freeman

INSPECTOR

This report is accompanied by Appendix A below containing Main Modifications. The modified inset maps for North Farm (Inset Map 3), Cox's Farm (Inset Map 1) and Blackburr Farm (Inset Map 2) are illustrated in Appendices B, C and D (separate).

Appendix A – Main Modifications

The modifications below are expressed either in the conventional form of ~~striketrough~~ for deletions and underlining for additions of text or by specifying the modification in words in *italics*. The page numbers and paragraph numbering refer to the Proposed Submission Draft and do not take account of the deletion or addition of text.

Ref	Page	Policy/ Paragraph	Main Modification				
MM1	After Page 60	New Appendix 2	<p>Add a new Appendix: <u>Appendix 2: Policies of the Minerals Local Plan to be continued to be saved</u></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><u>Minerals Local Plan policy</u></td> <td style="width: 50%;"><u>To be saved or replaced by the Aggregate Minerals Site Allocations Plan</u></td> </tr> <tr> <td><u>Policy 35</u></td> <td><u>To be saved until the first review of the Aggregate Minerals Site Allocations Plan.</u></td> </tr> </table>	<u>Minerals Local Plan policy</u>	<u>To be saved or replaced by the Aggregate Minerals Site Allocations Plan</u>	<u>Policy 35</u>	<u>To be saved until the first review of the Aggregate Minerals Site Allocations Plan.</u>
<u>Minerals Local Plan policy</u>	<u>To be saved or replaced by the Aggregate Minerals Site Allocations Plan</u>						
<u>Policy 35</u>	<u>To be saved until the first review of the Aggregate Minerals Site Allocations Plan.</u>						
MM2	After Page 60	New Appendix 2	<p>Immediately after the heading for new Appendix 2 (MM1 above), insert the following text: <u>Annex 1 is replaced by the adopted Wiltshire and Swindon Minerals Policy Framework. As such, those residual preferred areas listed in Policy 35 (currently the subject of a planning application) will be considered against the current adopted policy framework.</u> <u>Regarding policy 49, the decision by Lafarge Cement UK to</u></p>				

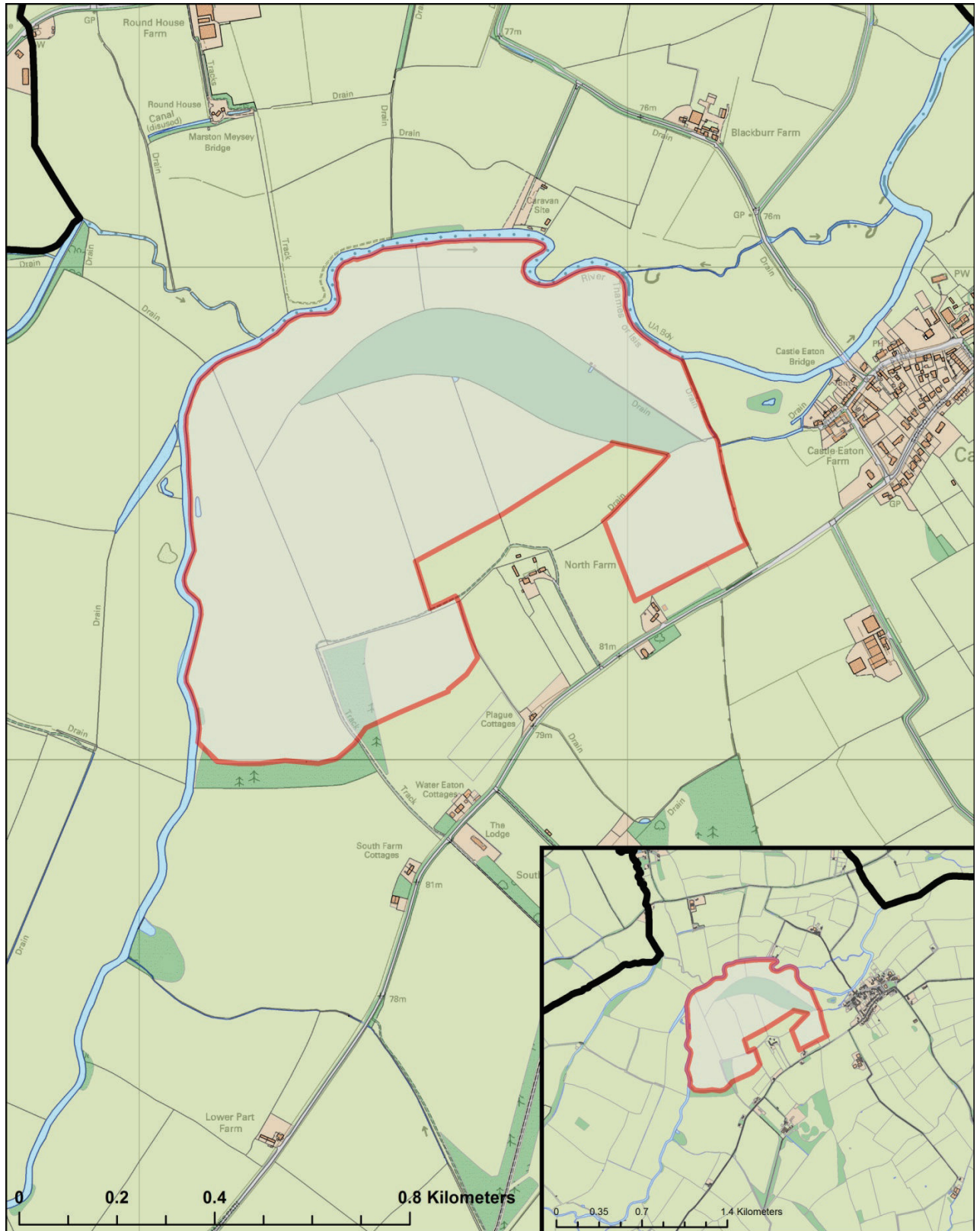
Ref	Page	Policy/ Paragraph	Main Modification
			<u>cease mineral extraction (chalk and clay) at Westbury essentially renders the policy redundant.</u>
MM3	Page 2	Para 1.8	<p>Delete Paragraph 1.8. By way of replacement, insert the following heading and text at the end of the Introduction:</p> <p><u>Compliance with the National Planning Policy Framework (NPPF)</u></p> <p><u>In principle the councils will be supportive of appropriate applications for minerals development within the locations set out in this document. However this should not be viewed as a guarantee that development will be permitted in all cases.</u></p> <p><u>In compliance with the requirements of the NPPF (paragraph 15) and to adhere to the presumption in favour of sustainable development, proposals for mineral development on sites not included within this document or in areas that lie outside of the identified Minerals Resource Zones will still be considered on their own merits, if they demonstrate that they are in keeping with national policy and the policies of the development plan (see policy MSA 1). (Footnote)</u></p> <p><u>Footnote text: In line with policies MCS1 and MCS1(A) of the adopted Wiltshire and Swindon Minerals Core Strategy Development Plan Document (DPD) (June 2009).</u></p> <p><u>Policy MSA 1:</u></p> <p><u>When considering proposals for minerals development the councils will take a positive approach that reflects the presumption in favour of sustainable development contained in the National Planning Policy Framework (NPPF). Each council will work pro-actively with applicants to find solutions which mean that proposals can be approved wherever possible, and to secure development that improves the economic, social and environmental conditions in the area.</u></p> <p><u>Planning applications that accord with the policies in this Local Plan (or policies in other adopted Local Plans of the councils) will be approved without delay, unless material considerations indicate otherwise.</u></p> <p><u>Where there are no policies relevant to the application or relevant policies are out of date at the time of making the decision then planning permission will be granted unless material considerations indicate otherwise taking into account whether:</u></p> <ul style="list-style-type: none"> <u>• Any adverse impacts of granting permission would significantly and demonstrably outweigh the benefits, when assessed against the policies in the NPPF taken as a whole; or</u> <u>• Specific policies in the NPPF indicate that development should be restricted.</u>
MM4	Page 7	Para 1.29	<p>After the words "should be treated flexibly" add the following italicised text:</p> <p><i>In the interests of protecting commercial confidentiality in the plan area and to accord with policy MCS1 of the Minerals Core</i></p>

Ref	Page	Policy/ Paragraph	Main Modification
			<i>Strategy, the councils do not...purposes of landbank maintenance. In line with government guidance on the Managed Aggregate Supply System, the plan is principally seeking to maintain existing patterns of supply from current mineral working areas. In part this is due to the fact that soft sand type product has been known to be produced from traditional sharp sand and gravel producing quarries in the plan area.</i>
MM5	Page 22	Inset Map 3	For Inset Map 3: North Farm, substitute the Inset Map illustrated in Appendix B attached.
MM6	Page 12	Inset Map 1	For Inset Map 1: Cox's Farm, substitute the Inset Map illustrated in Appendix C attached.
MM7	Page 13	Preferred restoration objective	Delete the sixth sentence. Replace with the following italicised text: <i>In addition, there should be no net loss or degradation of the important PRow network in the area. These features should, where possible, be maintained during working and enhanced during restoration. The 'Zone of Sensitivity' (see Inset Map 1) should also be integrated into the wider restoration scheme and PRow network.</i>
MM8	Page 14	Human health and amenity	Add the following text at the end of the human health and amenity section: <u>To protect the historic character and residential amenity of Marston Meysey, Dunfield and Cox's Farm (see Inset Map 1) a 'Zone of Sensitivity' incorporating a proposed minimum 100m 'stand off distance' and precise details concerning the boundaries of the Zone, the treatment of those boundaries, the phasing of works within the site and other amelioration measures during the operations will need to be negotiated and agreed at the planning application stage.</u>
MM9	Page 14	Landscape and visual	Amend the second sentence to read: <i>However, further detailed assessment through the planning application process will be required to identify and develop a scheme of working to protect the historic landscape setting of Marston Meysey, Dunfield and Cox's Farm.</i>
MM10	Page 14	Landscape and visual	Add a new third sentence: <u>A 'Zone of Sensitivity' (see Inset Map 1) incorporating a proposed minimum 100m 'stand off distance' and precise details concerning the boundaries of the Zone, the treatment of those boundaries, the phasing of works within the site and other amelioration measures during the operations will need to be negotiated and agreed at the planning application stage.</u>
MM11	Page 14	Historic built environment	Amend the first sentence to read: <i>Mitigation will need to offer robust buffer and landscape screening to the west and east of the site in order to protect the setting of Cox's Farm and the Marston Meysey and Dunfield</i>

Ref	Page	Policy/ Paragraph	Main Modification
			<i>Conservation Areas.</i>
MM12	Page 14	Historic built environment	Add a new second sentence: <u>A 'Zone of Sensitivity' (see Inset Map 1) incorporating a proposed minimum 100m 'stand off distance' and precise details concerning the boundaries of the Zone, the treatment of those boundaries, the phasing of works within the site and other amelioration measures during the operations will need to be negotiated and agreed at the planning application stage.</u>
MM13	Page 17	Inset Map 2	For Inset Map 2: Blackburr Farm, substitute the Inset Map illustrated in Appendix D attached.
MM14	Page 19	Landscape and visual	Before the final sentence, insert the following text: <u>No minerals extraction (including associated activity) shall take place within the 'stand-off' area marked on Inset Map 2 due to its historic landscape importance and sensitivity. Within this area the existing open arable/pastoral character should be retained. Strategic screening of the site should be achieved through the planting of native species along the 'stand-off' area boundaries to strengthen existing hedgerows.</u>
MM15	Page 20	Archaeology	Add the following wording at the end of the amended section: <u>Evidence of the remains of an undated settlement in the south east corner of the site, in addition to the significance of the historic landscape and built environment, has contributed to the identification of a "stand-off" area (as illustrated on Inset Map 2) to ensure those archaeology features of such importance are preserved in situ.</u>
MM16	Page 20	Historic built environment	Add the following wording at the end of the section: <u>The site is adjacent to the Castle Eaton Conservation Area and St Marys Church (Grade 1 Listed). The adjacent open low lying area in the south eastern part of the site contributes to an appreciation of the significance of these heritage assets. Therefore, if not appropriately and sensitively designed, minerals development on this site would cause substantial harm to these heritage assets.</u> <u>In response to this important issue and following dialogue with English Heritage, a 'stand-off' area has been identified (as marked on Inset Map 2) to protect the setting and heritage significance of St Marys Church. No minerals extraction (including associated activity) shall take place within this 'stand-off' area and the existing open arable/pastoral character should be retained. Strategic screening of the site should be achieved through the planting of native species along its boundaries to strengthen existing hedgerows.</u> <u>Any subsequent planning application relating to the development of this site will have to appropriately address the need to safeguard the cultural and historic assets identified and adhere to the requirements of the necessary "stand-off" area. Due to the national importance of St Marys Church,</u>

Ref	Page	Policy/ Paragraph	Main Modification
			English Heritage should be consulted on any future application.
MM17	Page 48	Site description	At the end of the third sentence in the first paragraph, add the following text: <u>However, the site is currently in agri-forestry use and planted with conifers under a woodland management scheme and so the trees on site cannot technically be considered ancient. The vitally important aspect of this site, and the basic prerequisite that will have to be secured before the sites (Areas A and B on Inset Map 7) can be worked for minerals is the need to robustly protect and retain the soils (structure and quality) as they contain the potential seed bank for re-establishing typical Ancient Woodland species post-restoration.</u>
MM18	Page 48	Preferred restoration objective	In the second sentence of the first paragraph, delete the following words: "whilst agricultural grazing could also be delivered in places"

Appendix B – Main Modification Ref MM5 – Replacement Inset Map 3: North Farm

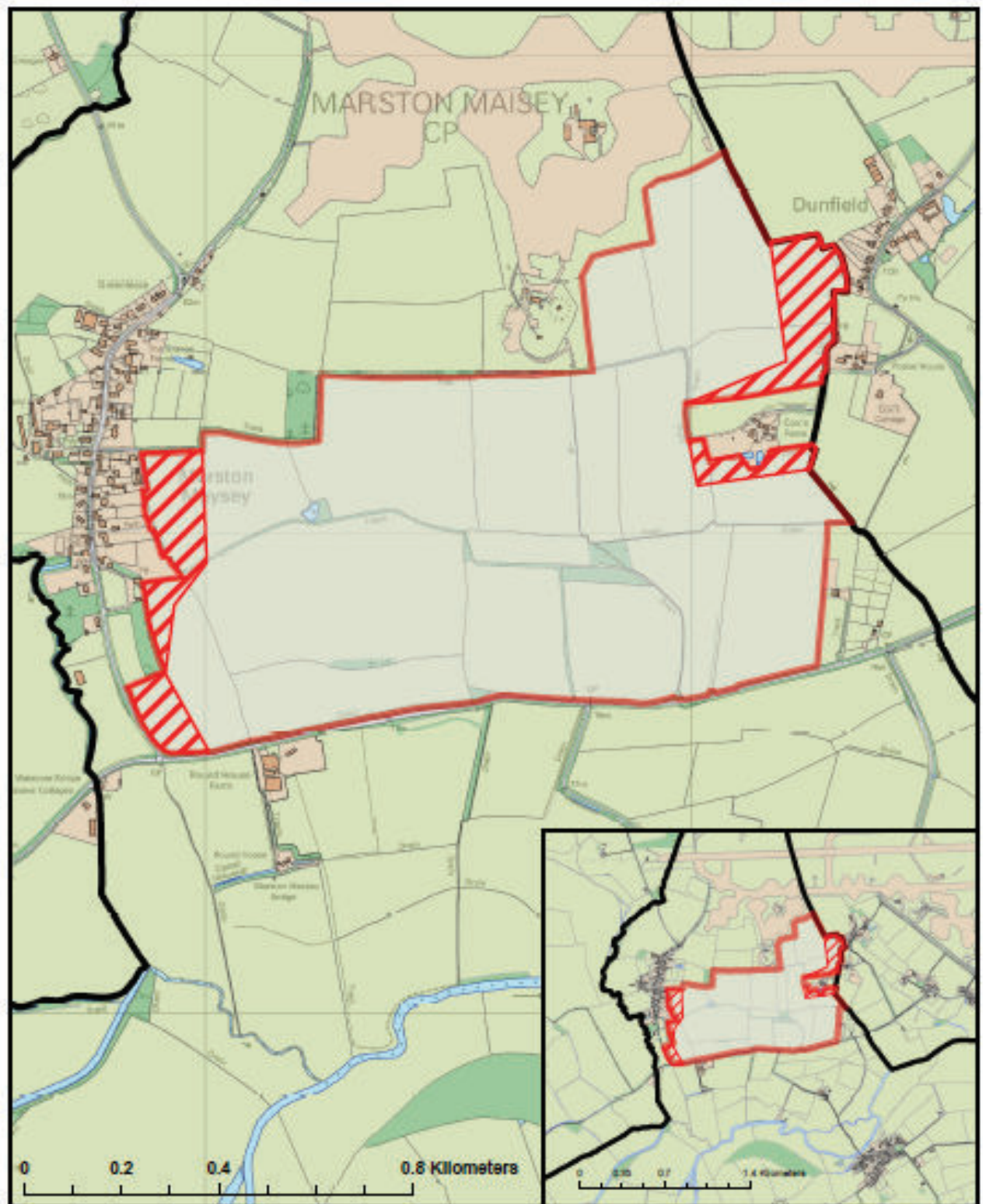





-  North Farm
-  Plan area

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Appendix C – Main Modification Ref MM5 – Replacement Inset Map 1: Cox's Farm



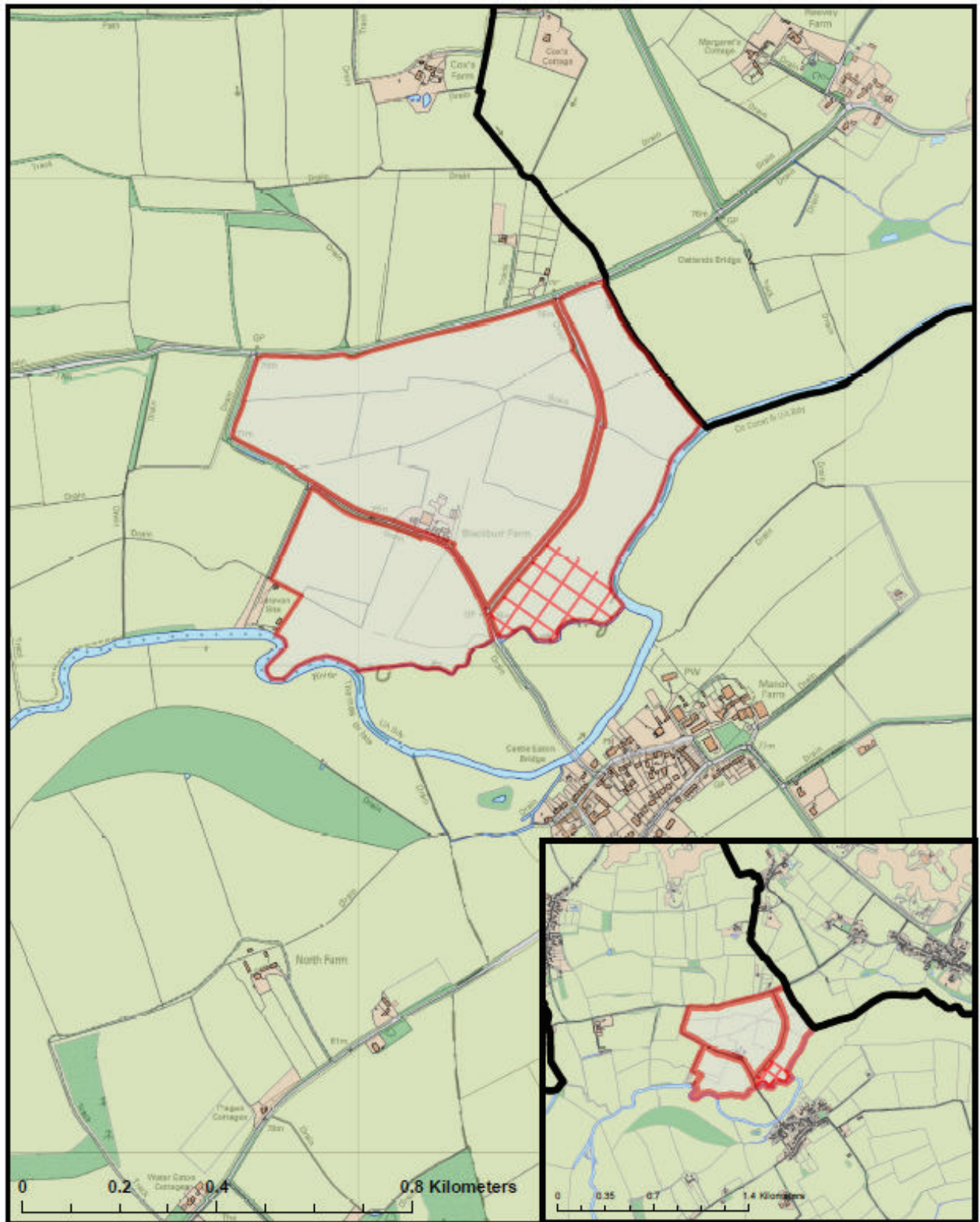
-  Cox's Farm
-  Indicative Zone of Sensitivity
-  Plan area




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Appendix D – Main Modification Ref MM13 – Replacement Inset Map 2: Blackburr Farm



-  Blackburr Farm
-  Standoff Area
-  Plan area

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Wiltshire Council

Cabinet

19 March 2013

Subject: School Admissions 2014/15

Cabinet member: Councillor Lionel Grundy – Children’s Services

Key Decision: No

Executive Summary

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

The Local Authority has a statutory duty to formulate and operate schemes to co-ordinate the admissions to all maintained (or state schools) within its area. We are proposing two co-ordinated schemes; one covers primary schools (including infants and juniors) and the other is for secondary schools. The co-ordination of admissions has been successful in past years and the schemes proposed for 2014/15 are substantially the same as those operating for the current academic year.

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

The schemes and arrangements have been approved by the School Admissions Forum following a period of consultation with schools, parents, neighbouring authorities and Senior Officers at Wiltshire Council. The consultation period ended on Thursday 08 February 2013.

Cabinet is required to approve the four documents which are appended to this report which then will become the determined admission policy for Wiltshire for 2014/15.

The admissions process for the intakes in September 2014 begins in September 2013.

Proposal

That Cabinet approves and determines:

- a) the proposed scheme for the co-ordination of admission to secondary schools for 2014/15.

- b) the proposed scheme for the co-ordination of admissions to primary schools for 2014/15.
- c) the proposed admission arrangements for Voluntary Controlled & Community secondary schools for 2014/15.
- d) the proposed admission arrangements for Voluntary Controlled & Community primary schools for 2014/15.

Reason for Proposal

The Local Authority has a statutory duty to have a determined admission policy for 2014/15 in place on or before 15 April 2013.

Carolyn Godfrey
Director for Children and Education

Wiltshire Council

Cabinet

19 March 2013

Subject: School Admissions 2014/15

Cabinet member: Councillor Lionel Grundy – Children’s Services

Key Decision: No

Purpose of Report

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

Background

2. The purpose of co-ordinated arrangements is to make the application process simpler for parents by ensuring that each child gets one offer for one school place. This requires the School Admissions team to work with colleagues in academies, foundation and aided schools and in other local authorities.
3. The co-ordinated process is accepted by schools and the scheme does not need substantial revision at this time. The proposed schemes are substantially the same as those currently being used. In line with the School Admissions Code, all four schemes have been revised as the requirement for Local Authorities to co-ordinate In Year Admissions has now been removed.
4. The LA is the admissions authority for all Community and Voluntary Controlled (C&VC) schools in the county. The governing bodies of academies, aided and foundation schools are their own admissions authority.
5. Each admission authority has to determine the arrangements which are used when allocating school places. These proposed arrangements will be used solely for admissions to community and voluntary controlled schools. They incorporate the criteria used to prioritise applications in situations when a school is oversubscribed (i.e. when more applications are received than the school’s admission number allows) as well as showing how all admissions will be processed.

Main Considerations for the Council

6. The proposed co-ordinated schemes and admission arrangements have been sent out to all maintained schools and other neighbouring admission authorities for consultation. The documents were sent out in December 2012 which invited comments to be received up until 08 February 2013.
7. From consultations responses received to date it is clear that the general issue of co-ordinating arrangements is not questioned. There is confidence that with suitable communication systems being in place, the co-operation between the admissions team and the foundation, aided schools and academies which is essential for the smooth operation of a co-ordinated scheme, will be forthcoming.
8. The proposed timetable for the secondary co-ordinated scheme is based on that used in previous years and so is familiar to schools and the admissions team in DCE.
9. The statutory regulations give clear deadlines to which the co-ordinated admissions schemes have to adhere.
 - Secondary Deadline 31st October 2013
 - Primary Deadline 15th January 2014
 - Secondary Notification Date 1st March 2014
 - Primary Notification Date 16th April 2014Consequential adjustments have been made to the proposed timetables for the co-ordination of admissions.
10. The co-ordinated schemes include the provision to co-ordinate all admissions to all schools for the main years of entry. From September 2013 and in line with the New School Admissions Code, there is no longer the requirement for In Year applications to be co-ordinated cross border. It is proposed however in the attached schemes that all In Year applications continue to be made directly to Wiltshire Council so that we can monitor which children are potentially out of the school system for safeguarding purposes.
11. The co-ordinated scheme for primary schools mirrors that which operates for secondary schools. Wiltshire residents may apply for an out of county school on a Wiltshire form. Out of county residents can apply for a Wiltshire school through their own local authority.
12. From consultations responses so far, it is clear that there is widespread agreement with the proposed admission arrangements for VC&C schools which are considered to be fair and objective as required by the School Admissions Code.
13. There have been no objections at all received to date to the proposed oversubscription criteria which have worked well for many years. These give priority to children in care as required by the School Admissions Code. Children living within a school's designated area are given priority over children from outside that area. The tie break used if a school is oversubscribed within any criterion is that of distance from the school.

14. The returns from the consultation period were presented to the Admission Forum on 27 February 2013. After full consideration the Forum recommend that these schemes and admission arrangements be agreed.
15. The proposed co-ordinated schemes and admission arrangements are in accordance with the requirements of the School Admissions Code which came in to force on 1 February 2012.
16. The admission arrangements for VC & C schools will be operated within the appropriate co-ordinated scheme for admissions within Wiltshire and are compatible with the timetables laid down by the co-ordinated schemes.
17. Once determined the schemes and admission arrangements will be circulated to all schools in Wiltshire and to our nine neighbouring local authorities. They will be implemented from September 2013 when the process of admitting children to the intake year in 2014 starts.

Environmental Impact of the Proposal

18. The admission policy of the local authority is to give local children priority when applying for their local school. This policy of 'local schools for local children' has been maintained for many years and is a way of encouraging parents to consider the environmental impact of long journeys to school.
Should the Admissions Team not be able to offer a place at a child's designated school and the child's lives further than the statutory safe walking distance for the child's age, then free transport would be provided to the next nearest school with available places, the number of children this currently applies to in Wiltshire is 0.7%.

Equality Impact of the Proposal

19. Although not part of the proposed co-ordinated schemes or admission arrangements, it should be noted that all application forms can be and are produced in different languages on request.
20. The online system for applications to be made has developed since it was introduced in 2006. Over 50% of applications for September 2013 intakes were received electronically.

Risk Assessment

21. Were the Local Authority not to determine co-ordinated schemes for its maintained schools, the Secretary of State would impose a scheme on us.
22. The Office of the Schools Adjudicator has a monitoring role to play in regard to admission arrangements and it is a statutory duty to have these in place by 15 April 2013 for admissions to schools in 2014.

Financial Implications

23. There have been additional costs associated with co-ordinated admission arrangements. These have been recognised by the Cabinet on a previous occasion. Additional staffing and software has been provided for the school admissions team.
24. There will also be increased printing costs since the required forms will be produced and printed by Wiltshire Council rather than by individual admission authorities. These costs will be managed within existing resources.
25. Academies receive funding from the Government to enable them to be part of the co-ordinated arrangements and therefore appropriate charging mechanism will be put in to place.
26. The budget to support admission arrangements if funded from the Dedicated Schools Grant (DSG) received by the Council. Under the new arrangements for school funding, following the implementation of the government's school funding reform proposals, many budgets previously held centrally by the local authority must now be delegated to schools. The budget for the Admissions Service has been confirmed as a budget which can continue to be centrally retained but no new commitments or increases in expenditure are allowable from 2012-13. This means that ongoing costs of the admissions process will need to be met from within the current level of resources.

Legal Implications

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

Options Considered

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

Conclusion

30. Cabinet is asked to approve the appended schemes which will become the determined admission policy for Wiltshire for 2014/15.

Carolyn Godfrey
Director, Department for Children and Education

Report Author

Debbie Clare – Admissions Coordinator - School Buildings and Places

Background Papers

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

Appendices

- a) Proposed Scheme for the Co-Ordination of Secondary Admissions 2014/15
- b) Proposed Scheme for the Co-Ordination of Primary Admissions 2014/15
- c) Proposed Admission Arrangements for VC&C Secondary Schools 2014/15
- d) Proposed Admission Arrangements for VC&C Primary Schools 2014/15
- e) Types of Schools - Background Information

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Proposed Co-ordinated Scheme for Secondary School Admissions for 2014/15

Status : Proposed Co-ordinated Scheme 2014/15

Proposed Co-ordinated Admissions Scheme for secondary school admissions for year 2014/15

Introduction

1. This scheme for co-ordinated admissions is pursuant to section 89(b) of the School Standards and Framework Act 1998, for co-ordinating the arrangements for the admission of pupils to secondary schools within the LA area. It applies to secondary schools in Wiltshire with effect from September 2014 intakes. There will be an annual review of the scheme as per the School Admissions Code in force at the time.

Interpretation and Glossary

2. In this scheme –

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

“the LA area” means the County of Wiltshire;

“primary education” has the same meaning as in section 2(1) of the Education Act 1996(as amended by the Education Act 2002);

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

“primary school” has the same meaning as in section 5(1) of the Education Act 1996 (as amended by the Education Act 2002);

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

“school” means a community, voluntary controlled, foundation or voluntary aided school, other than special schools, which is maintained by the LA; (the Education Act 1996 defines school in section 4).

“Academy” means a state funded, non fee paying independent school set up under a Funding Agreement between the Secretary of State and the proprietor of an Academy (most commonly, and hereafter, referred to as an Academy Trust). Academy Funding Agreements require them to comply with the Code and the law relating to admissions, though the Secretary of State has the power to vary this requirement where there is a demonstrable need.

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

“the specified year” means the school year beginning in September 2014

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

“late admission” means any application for a place in the first year of secondary education that is received between noon 31 October 2013 and 24 July 2014;

“additional application” means any application for a place in the intake year of secondary education that is received after 24 July 2014 or for any other year group in the school up to and including Yr 11;

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

The Scheme

The Normal Admissions Round

From the summer of 2015 new government legislation states that young people have to stay in education or training until their 18th birthday. This will usually be at secondary school until the academic year in which they are 16 (some students may transfer to Further Education or a University Technical College at 14). Students can then choose from one of the following options post-16: full-time education, such as school or college; an apprenticeship; employment or volunteering alongside part-time education or accredited training. It is compulsory that they participate in education or training until their 18th birthday. The only exception is early achievement of level 3 qualifications, for example if they take A level exams in year 12.

3. Parents will be able to make an online application. Online applications will be made directly to County Hall, Trowbridge. If an online application has been submitted, a written application is not necessary. The online facility will be available at least from 1 September 2013 up until the deadline of noon 31 October 2013.
4. There will be a standard form for written applications known as the Secondary Common Application Form (SCAF) used for the admission of pupils into the first year of secondary education in the specified year.
5. The SCAF must be used as a means of expressing one or more preferences by a parent wishing to apply for a school place for their child either within or outside the county. The child must live in Wiltshire.
6. The LA will make arrangements to ensure
 - a) the SCAF is accompanied by written guidance notes explaining the coordinated admissions scheme, and
 - b) that copies are available on request from the LA and from all primary and secondary schools in the LA area, and
 - c) that an electronic version of the form is available for parents to make an online application.
7. The SCAF and accompanying guidance notes will invite the parent to express up to three preferences in rank order (schools may be inside or outside Wiltshire), and to give their reasons for each preference, explain that the parent will receive no more than one offer of a school place and specify the closing date and the address to which it must be returned. They will also confirm that:
 - a) a place will be offered at their highest ranked school at which they are eligible to be offered a place; or
 - b) if a place cannot be offered at any one of their preferred schools, and the child is living in Wiltshire, a place at an alternative school will be allocated.
8. Any school which operates criteria for selection by ability or aptitude must ensure that its arrangements for assessing ability or aptitude enable decisions to be made in accordance with the scheme's timescale as set out in the Appendix.

9. The governing body of an Academy, Foundation or Voluntary Aided School can ask parents who have expressed a preference for their school on the SCAF, to provide additional information on a supplementary form only if the additional information is required in order to apply their oversubscription criteria to the application. Where a supplementary form is required it is the responsibility of the individual governing body to provide a copy to each parent who has expressed a preference for the school on a SCAF and who has requested such a form.
10. Where a school receives a supplementary form it may not be regarded as a valid application unless the parent has also completed a SCAF which expressed a preference for that school. The SCAF or an online application must have been returned to the LA. It is the responsibility of schools using supplementary forms to inform the applicant that they must submit a SCAF to the LA.
11. The closing date for applications is **noon 31 October 2013**. All completed SCAFs are to be returned directly to the LA. Any SCAFs which are incorrectly returned to schools must be forwarded to the LA to be received by the deadline. Forms returned to schools and not received by the LA by noon 31 October 2013 will be treated as late applications.
12. The LA will send out an acknowledgement of receipt for each SCAF and all online applications. Applicants will be advised to contact the LA if they have not received an acknowledgement within fifteen school days of posting their application.

Shared Responsibility

13. Where two adults have shared responsibility for a child they should agree before submitting an application form which school(s) to name as their preference(s). In cases of dispute, or when two application forms are submitted, the LA will process the application received from the adult with whom the child is living the majority of the school week. The address shown on the child benefit notification letter will be taken as evidence of residency. If this is not available then the address showing on the child's NHS medical card can be used as evidence of residency.

Determining offers

14. The LA will act as a clearing house for the allocation of places by the relevant admission authorities in response to the SCAFs. The LA will only make a decision with respect to the offer or refusal of a place in response to any preference expressed on the SCAF where-
 - a. it is acting in its separate capacity as an admission authority, or
 - b. an applicant is eligible for a place at more than one school, or
 - c. an applicant is not eligible for a place at any of the schools for which a preference was expressed.
15. The process by which the LA will allocate places is explained at paragraphs 19 -20.

16. **By 26 November 2013** where parents have nominated a secondary school outside the LA area, the LA will notify the relevant LA.
17. **By 29 November 2013** the LA will notify all Academies, Foundation and VA schools of every preference that has been expressed for that school.
18. **Noon 7 January 2014:** Exceptional circumstances deadline
19. **By 8 January 2014** the LA will provide a final list to all other admissions authorities of every preference that has been expressed for their school(s) including those considered as exceptional as outlined in paragraph 31 and those resident in other LA areas.
20. **By 16 January 2014** all Academies, foundation and voluntary aided schools must have considered all of the preferences for their school, and provide the LA with a ranked list of all applicants in accordance with the oversubscription criteria.
21. The LA will then match this ranked list against all other ranked lists and:
 - Where the child is eligible for a place at only one of the preferred schools, a place at the school will be offered to the child.
 - Where the child is eligible for a place at two or more of the nominated schools, they will be offered a place at whichever school was their highest available preference.
 - Where the child is not eligible for a place at any of the nominated schools (and they live in Wiltshire), the child will be allocated a place at their designated school unless an alternative place is available within the safe statutory walking distance from their home address. Should this place subsequently be declined then it is the parent's responsibility to apply for an alternative school place.
22. **By 4 February 2014** the LA will inform other LAs of any places in Wiltshire schools which will be offered to their residents.
23. **By 28 February 2014** the LA will inform Wiltshire schools of the pupils to be offered places at their schools.
24. **On 3 March 2014** letters will be despatched to all parents who submitted an application form by noon 31 October 2013 offering a place at one school.
25. These offer letters will give the following information:
 - a. The name of the school at which a place is offered;
 - b. The reasons why the child is not being offered a place at any of the other schools nominated on the SCAF;
 - c. Information about their statutory right of appeal against any decisions to refuse places at other preferred schools;
 - d. Contact details for the LA and the schools for which they expressed a preference.

26. **18 March 2014** is the deadline for parents to accept the place offered. Parents will be asked to respond to the LA. If they do not respond by this date it will be assumed that the place offered has been declined.
27. **21 March 2014** Details of late applications to be sent to VA, F Schools and Academies.
28. **25 March 2014:** the LA will send every maintained school a list of those pupils who have accepted an offer at the school.
29. By **04 April 2014:** all schools must inform the LA of any places that have been accepted via the school directly

Testing

30. Where a selection test of any kind is part of the school's admission arrangements, the admission authority is required to allow the child to sit the entrance exam and inform parents of the outcome prior to preferences being made.

Late Applications for normal round of admissions

31. Late applications, ie those received after the deadline for the normal admissions round, will not be considered until after all of those which were received on time have been processed.
32. Only in exceptional circumstances such as those listed here will a late application be considered at the same time as applications received by the deadline of noon 31 October 2013
- a. The illness/death of a close relative such that meeting the deadline was not possible.
 - b. Where there has been a change of family circumstances after the deadline date which has a significant effect on the preferences given on the original application. (If this is a house move this must have been completed with an exchange of contracts before noon 7 Jan 2014.)
 - c. A move into Wiltshire from outside the county after the deadline date but before noon 7 January 2014. Confirmation of the new address (in the form of an exchange of contracts or a tenancy agreement) must be provided before noon on 7 January 2014.
 - d. Service Personnel moving to a Wiltshire address after the deadline date. A posting notice must be provided before noon 7 January 2014.
 - e. Any application for a Wiltshire school from outside the county which was lodged before the closing date of the home authority.
 - f. Where there has been a delay in the LA receiving the application due to an administrative error by a school or/and DCE staff.
 - g. Where a common application form has not been received by the LA but the parent can provide proof of postage – NB the return of a tear off slip to the present school will not constitute a proof of postage.
 - h. Where written evidence from a specialist (such as the Ethnic Minority Achievement Service) is available showing that it would be detrimental to the family unit to split siblings.

Such late applications can only be considered if they are received by the LA before noon on **7 January 2014**.

Documentary evidence should be provided with the application (or at the latest by noon 7 January 2014) to verify the circumstances which caused the late application to be made. If evidence cannot be provided, the application will not be treated as an exception.

33. Any applications received by a maintained school after noon 31 October 2013 should be sent to the LA on receipt.

Applications Received between 31 October 2013 and 3 March 2014

34. Any late applications (except those covered by paragraph 31) received by the LA will not be considered before 4 March 2014. All applications received between 31 October 2013 and 4 March 2014 will be considered together with any applicant previously refused a place and if necessary will be prioritised using the oversubscription policy in place at that time.

35. For any applications received by 3 March 2014, the LA will send out a list to any Academy, Foundation or Voluntary Aided School named as a preference **on or before 21 March 2013**. A, VA and F schools should return a confirmation as to whether or not a place can be offered for each applicant. If more than one application has been received then a ranked list will be returned to the LA no later than 03 April 2013.

36. The LA will then match the returns from all schools and will make an allocation of one place for each applicant:

- Where the child is eligible for a place at only one of the preferred schools, a place at the school will be offered to the child.
- Where the child is eligible for a place at two or more of the nominated schools, they will be offered a place at whichever school was their highest available preference.

37. Where the child is not eligible for a place at any of the nominated schools and the child lives in Wiltshire, they will be allocated a place at a school. This will be their designated school or may be at another school to which there would be an entitlement to free school transport if it were outside the statutory three mile distance from the home.

38. On or before **9 May 2014** letters will be despatched by the LA to all parents who submitted an application form which was received between noon on 31 October 2013 and 3 March 2014. The letter will offer a place at one school.

Applications received after 3 March 2014

39. Any applications received by the LA for a maintained school received after 3 March 2014 will be dealt with as soon as possible with allocations to a single school being made and offer letters sent out from the LA as soon as is practically possible.

40. The LA will contact all Foundation, Aided schools and Academies named as a

preference on an application form to determine whether or not a place is available. An offer will be made for the school named as the highest preference where there is an identified place. Where the child is not eligible for a place at any of the nominated schools, and the child lives in Wiltshire, the child will be allocated a place at their designated school unless an alternative place is available within the safe statutory walking distance from their home address.

41. On or before **31 August 2014** the LA will send out a list to all maintained schools in Wiltshire showing those pupils expected to start in the school at the beginning of the 2014/15 school year.
42. **In-Year Transfer Applications (for years outside the normal intake for the school)**
43. The LA will make available copies of the Admissions Guide and SCAF through all primary and secondary schools and on request from County Hall.
44. All applicants for a school place must complete an application form which should be returned to the LA. The applicant may or may not live in Wiltshire.
45. Should a parent living in Wiltshire wish to apply for a school in another authority, they must contact that authority directly to apply.
46. Where a maintained school receives an in year application form expressing a preference for that school the form should be forwarded to the LA within 5 school days of receipt.
47. Where the LA receives an in year application form expressing a preference for a Academy, Foundation or VA school the application will be forwarded to the school within 5 school days of receipt.
48. For an Academy, Foundation or VA school, the school's governing body is responsible for deciding the outcome of the application and advising the LA accordingly within 10 school days of the date on which the information was received by the school.
49. In all cases, a decision letter will be sent out by the local authority within 20 school days of receiving the application form and this will provide information, if appropriate, about the statutory right of appeal.
50. If an application has been passed on to a selective school, it is recognised that such a school will not be able to make a response to the LA until after the result of an appropriate selection test has been received. The selective school will inform the LA of the outcome of the application as soon as practicable after the result of any selection test is known. A decision letter will be sent out by the LA and will provide information, if appropriate, about the statutory right of appeal.
51. Waiting lists for schools must be kept and will be managed as per the admission arrangements for the particular school involved. Waiting lists will be kept in order of the relevant oversubscription criteria and not in date order of receipt.
52. In accordance with paragraph 2.21/2.22 of the School Admissions Code 2012 the Local Authority is now required to provide parents on request of the availability of school places within its area. All schools must provide the LA with this information. This must be done on a monthly basis with the first return to be sent by 6 September

2013.

Applications for transfer at a future date

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

Children from overseas.

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

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

Fair Access Protocol

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

- a) *Children attending PRUs or Alternative Provision who are ready to be reintegrated back into mainstream education but into a different school from the one originally attended;*
- b) *Children who were permanently excluded from their last maintained school placement and who are ready for re-integration to an alternative school.*
- c) *Children known to the police or other similar agencies, where there has been active involvement in the past six months;*
- d) *Children returning from the criminal justice system who are registered with the Youth Offending Team;*
- e) *Children with a history of serious attendance problems, who have been out of education for longer than one new term;*
- f) *Children withdrawn from schools following fixed term exclusion, who have been out of education for longer than one school term;*
- g) *Children with special educational needs, but who do not have a statement (normally those on School Action), who have been out of education for longer*

than one new school term;

- h) Other children who have been out of education for longer than one new school term;*
- i) Children with disabilities or medical conditions which have already impacted on their attendance or participation at school;*
- j) Children on the at-risk register, whose move either within or from outside the County requires a change of school;*
- m) Children who are carers;*
- n) Children of Gypsies, Roma, Travellers*
- o) Children of asylum seekers and refugees who have been in the UK less than two years and need a supported entry to school. The need for a supported entry does not include language support where this is the only support required and must be substantiated by professional evidence. Examples of the type of circumstances that might demonstrate a need for a supported entry are where such a child requires specific emotional or behavioural support by the school;*
- p) Homeless children who have been placed in temporary housing;*
- q) Children of UK service personnel and other Crown Servants, where a change of location ordered by the service leads to a need for a change of school.*
- r) Children with unsupportive family backgrounds for whom a place has not been sought*

* Exception to this protocol - The Local Authority (Wiltshire) has the legal power to direct a school to admit a child in its care to a school best suited to that child's needs. This action will be taken in the best interests of the child. Other local authorities have the power to direct a Wiltshire school to admit a child in their care if the school is best suited to his or her needs.

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

Service Families

58. Applications for children of service personnel with a confirmed posting to the county, or crown servants returning from overseas to live in the county, will be considered in advance of the family moving into the county if necessary. Where possible, an application must be included in the normal admission round.

59. An official letter, such as a posting note or letter of support from the commanding officer, should be sent to the local authority as soon as possible. This should include the relocation date and Unit postal address or quartering area address (the address of the closest house in the nearest 'quartering area').

60. Until a fixed address is available, the Unit postal address or quartering area address will be used and a school place allocated accordingly.

61. The local authority will not refuse a service child a place because the family does not currently live in the area, and will not reserve blocks of places for these children.

62. Children will be considered to be siblings if any brother or sister is going to be attending a school. Their position on any waiting list will be set accordingly.

Admitting in area children above PAN

63. Wiltshire Council will always try and allocate a space at a child's designated school whenever this is possible. It must be noted we cannot reserve places at any school nor can we guarantee that a space will be available at the designated school. Having enough spaces in schools for local children is a service priority for the School Buildings and Places team.

64. The local authority has responsibility for the strategic management of school places across the county and has to ensure admissions do not compromise its ability to provide efficient and effective use of resources. It is often more economic to admit local children to their designated school because this does not incorporate an additional transport cost which would be required were an alternative school to be allocated.

65. For some schools, the next nearest school does not provide a reasonable alternative because it is beyond the statutory walking distance or the route to it is unsafe or there is no available transport. Any children who move into these areas might have to be admitted to the designated school despite any existing pressures upon it.

66. It may not always be possible to find a space at the designated school if this is already oversubscribed. In area children will be given priority on any waiting list. If the designated area school is unable to accommodate any more children within the year group then the Council will allocate an alternative school which will be the next nearest school which has available places

67. Transport would be made available for any children who had to be allocated a school because their designated school was full and the school that has been allocated is outside of the statutory safe walking distance for the age of the child.

Appendix: 2014/15 Timetable for Secondary Co-ordination (WILTSHIRE)

- Noon 31 October 2013:** Closing date for all Common Application Forms to be received by the School Admissions Team at County Hall. Applications must be received by the LA by noon on this date.
- 26 November 2013: Details of applications which include preferences for schools in other LAs to be sent to those LAs. Details of applications to selective schools in Wiltshire sent to those schools.
- 29 November 2013 : Details of applications to be sent to Academies, Foundation and VA schools.
- Noon 7 January 2014: Last date for any exceptional applications to be considered.
- 8 January 2014: Final list sent out from LA to all admission authorities.
- 16 January 2014: Academies, Foundation and VA schools to provide the LA with ranked lists of applicants.
- Between 16 January and 4 February, the LA will match the ranked lists of all the schools and allocate places as described at paragraph 16.
- 4 February 2014: The LA will inform other LAs of any offers of places at Wiltshire schools to be made to applicants resident in their areas.
- 28 February 2014: By this date the LA will provide schools which details of those children to be offered places at the school.
- 3 March 2014:** **Notification letters despatched and sent to parents.**
- 18 March 2014: Last date for offers to be accepted by parents. Acceptances sent to LA
- 21 March 2014: Details of applications received after deadline and before 4 March to be sent to Academies, Foundation and VA schools.
- 25 March 2014: The LA will send list of pupils accepting a place to every school.
- 04 April 2014: School must inform LA of any pupils who have accepted places via the school.
- 03 April 2014: LA notified by schools of decisions regarding applications received after deadline and before 4 March 2014.
- w/c 22 April 2014: LA to send out chaser letters to parents who have not yet accepted or decline offered made on 3 March 2014.
- w/c 30 April 2014: **Final letters to be sent to parents who have not responded informing them that offer is being withdrawn. Parents have the right to appeal.**

- 9 May 2014: Notification letters sent out by LA for all applications received between deadline noon 31 October 2013 and 3 March 2014.
- LA continues to send out notification letters to all applicants for all schools.
- 30 August 2014: LA will send out a list to all maintained schools showing the pupils expected to join the school at beginning of 2014/15 school year.



Proposed Co-ordinated Scheme for Primary School Admissions for 2014/15

Status : Proposed Primary Co-ordinated Scheme 2014/15

Proposed Co-ordinated Admissions Scheme for Primary schools within Wiltshire for year 2014/15.

Introduction

1. This scheme for co-ordinated admissions is pursuant to section 89(b) of the School Standards and Framework Act 1998, for co-ordinating the arrangements for the admission of pupils to Primary schools within the LA area. It applies to Primary schools in Wiltshire with effect from September 2014 intakes. There will be an annual review of the scheme as per the School Admissions Code in force at the time.

Interpretation and Glossary

2. In this scheme –

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

“the LA area” means the County of Wiltshire;

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

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

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

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

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

“Academy” means a state funded, non fee paying independent school set up under a Funding Agreement between the Secretary of State and the proprietor of an Academy (most commonly, and hereafter, referred to as an Academy Trust). Academy Funding Agreements require them to comply with the Code and the law relating to admissions, though the Secretary of State has the power to vary this requirement where there is a demonstrable need.

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

“the specified year” means the school year beginning in September 2014

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

“late admission” means any application for a place in the first year of primary or infant education or the first year of junior education that is received after noon on 15 January 2014.

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

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

The Scheme

The Normal Admissions Round

3. Starting School

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

A child must be in full-time education in the term following their fifth birthday. In Wiltshire children can start school at the earliest from the September following their fourth birthday. Full time provision will be made available in all reception classes for all children from September 2014.

4. Parents will be able to make an online application. Online applications will be made directly to County Hall, Trowbridge. If an online application has been submitted, a written application is not necessary. The online facility will be available at least from 1 September 2013 up until the deadline of noon on 15 January 2014.
5. There will be a standard form for written applications known as the Primary Common Application Form (PCAF) used for the admission of pupils into the first year of Primary education in the specified year.
6. Unless an online application has been made, the PCAF must be used as a means of expressing one or more preferences by a parent wishing to apply for a school place for their child either within or outside the county. The child must live in Wiltshire.
7. The LA will make arrangements to ensure
 - a) the PCAF is accompanied by written guidance notes explaining the coordinated admissions scheme, and
 - b) that copies are available on request from the LA and from all Primary schools in the LA area, and
 - c) that an electronic version of the form is available for parents to make an online application.
8. The PCAF and accompanying guidance notes will invite the parent to express up to three preferences in rank order (schools may be inside or outside Wiltshire), and to give their reasons for each preference, explain that the parent will receive no more than one offer of a school place and specify the closing date and the address to which it must be returned. They will also confirm that:
 - a) a place will be offered at their highest ranked school at which they are eligible to be offered a place; or
 - b) if a place cannot be offered at any one of their preferred schools, and the child is living in Wiltshire, a place at an alternative school will be allocated.
9. Split Site Schools - Where a school operates from separate bases and each base provides for the full primary age range (i.e. both Key Stage 1 and Key Stage 2), the

two sites will be treated as separate schools for admissions purposes. This means that an application must name the site preferred. An applicant can use two preferences to name both sites.

10. The governing body of a foundation or voluntary aided school can ask parents who have expressed a preference for their school on the PCAF, to provide additional information on a supplementary form only if the additional information is required in order to apply their oversubscription criteria to the application. Where a supplementary form is required it is the responsibility of the individual governing body to provide a copy to each parent who has expressed a preference for the school on a PCAF and who has requested such a form.
11. Where a school receives a supplementary form it may not be regarded as a valid application unless the parent has also completed a PCAF which expressed a preference for that school. The PCAF or an online application must have been returned to the LA. It is the responsibility of schools using supplementary forms to inform the applicant of the need to submit a PCAF to the LA.
12. The closing date for applications is **noon on 15 January 2014**. All Completed PCAFs are to be returned directly to the LA. Any PCAFs which are incorrectly returned to schools must be forwarded to the LA to be received by the deadline. Forms returned to schools and not received by the LA by noon on 15 January 2014 will be treated as late applications.
13. The LA will send out an acknowledgement of receipt for each PCAF and all online applications. Applicants will be advised to contact the LA if they have not received an acknowledgement within fifteen school days of posting their application.

Shared Responsibility

14. Where two adults have shared responsibility for a child they should agree before submitting an application form which school(s) to name as their preference(s). In cases of dispute, or when two application forms are submitted, the LA will process the application received from the adult with whom the child is living the majority of the school week. The address shown on the child benefit notification letter will be taken as evidence of residency. If this is not available then the address showing on the child's NHS medical card can be used as evidence of residency.

Determining offers

15. The LA will act as a clearing house for the allocation of places by the relevant admission authorities in response to the PCAFs. The LA will only make a decision with respect to the offer or refusal of a place in response to any preference expressed on the PCAF where-
 - a) it is acting in its separate capacity as an admission authority, or
 - b) an applicant is eligible for a place at more than one school, or
 - c) an applicant is not eligible for a place at any of the schools for which a preference was expressed.

16. The process by which the LA will allocate places is explained at paragraphs 19 -20.
17. Noon 15 January 2014: **Closing date for all Common Application Forms to be received by the School Admissions Team at County Hall. Applications must be received by the LA by noon on this date.**
18. **By 10 February 2014** where parents have nominated a Primary school outside the LA area, the LA will notify the relevant LA.
19. **By 24 February 2014** the LA will notify all Foundation and VA schools and Academies of every preference that has been expressed for that school.
20. **By 28 February 2014** the LA will provide a final list to all other admissions authorities of every preference that has been expressed for their school(s) including those resident in other LA areas.
21. **By 13 March 2014** all Foundation and Voluntary Aided Schools and Academies must have considered all of the preferences for their school, and provide the LA with a ranked list of all applicants in accordance with the oversubscription criteria.
22. The LA will then match this ranked list against all other ranked lists and:
 - Where the child is eligible for a place at only one of the preferred schools, a place at the school will be offered to the child.
 - Where the child is eligible for a place at two or more of the nominated schools, they will be offered a place at whichever school was their highest available preference.
23. Where the child is not eligible for a place at any of the nominated schools and the child lives in Wiltshire, they will be allocated a place at a school. This will be their designated school or at another school (to which there would be an entitlement to free school transport if it were outside the statutory safe walking distance from the home). Should this place subsequently be declined then it is the parent's responsibility to apply for an alternative school place.
24. **By 01 April 2014** the LA will inform other LAs of any places in Wiltshire schools which will be offered to their residents.
25. **By 14 April 2014** the LA will inform Wiltshire schools of the pupils to be offered places at their schools.
26. On **16 April 2014 (New National Offer)** letters will be despatched to all parents who submitted an application form by noon on 15 January 2014 offering a place at one school.
27. These offer letters will give the following information:
 - a) The name of the school at which a place is offered;
 - b) The reasons why the child is not being offered a place at any of the other schools nominated on the PCAF;
 - c) Information about their statutory right of appeal against any decisions to refuse

places at other preferred schools;

d) Contact details for the LA and the schools for which they expressed a preference.

28. **30 April 2014** is the deadline for parents to accept the place offered.
29. By **12 May 2014** the LA will send every school a list of those pupils who have accepted a place at that school.
30. **By 16 May 2014** all schools must inform the LA of any places that have been accepted via the school directly.
31. **W/C 19 May 2014** the LA will send out chaser letters to all parents who have been offered places and not yet responded providing them with a further deadline to respond and informing them that failure to do so will result in the offer being withdrawn.
32. **W/C 02 June 2014: Final letter will be sent to all parents who have not accepted offer made on 16 April 2014 informing them that the offer has been withdrawn. Parents have the right to appeal.**
33. **13 June 2014** the LA will send out the second round offers for applications received between noon 15 January 2014 and 16 April 2014.

Late Applications for normal round of admissions

34. Late applications, ie those received after the deadline of noon 15 January 2014 but before 16 April 2014 for the normal admissions round, will not be considered until after all of those which were received on time have been processed. Offer letters will be posted out on 13 June 2014.
35. Any late applications received by the LA will not be considered before 17 April 2014. All applications received after noon on the 15 January 2012 and before 17 April 2014 will be considered together with any applicant previously refused a place and if necessary will be prioritised using the oversubscription policy in place at that time.
36. Any applications received by the LA after 16 April 2014 for a maintained school will be dealt with as soon as possible with allocations to a single school being made and offer letters sent out from the LA as soon as is practically possible.
37. Any applications received by any maintained school should be forwarded to the LA within 5 days of receipt.
38. Any late applications received by the LA after 24 July 2014 which express a preference for an aided, foundation school or an academy will be forwarded to the school within five school days of receipt at which time the process described below for in year applications will apply.
39. On or before 31 August 2014 the LA will send out a list to all maintained schools in Wiltshire showing those pupils expected to start in the school at the beginning of the 2014/15 school year.

Applications received after 16 April 2014

40. Any applications received by the LA for a maintained school received after 16 April 2014 will be dealt with as soon as possible with allocations to a single school being made and offer letters sent out from the LA as soon as is practically possible.
41. The LA will contact all Foundation, Aided schools and Academies named as a preference on an application form to determine whether or not a place is available. An offer will be made for the school named as the highest preference where there is an identified place. Where the child is not eligible for a place at any of the nominated schools, and the child lives in Wiltshire, the child will be allocated a place at their designated school unless an alternative place is available within the safe statutory walking distance from their home address.
42. On or before 31 August 2014 the LA will send out a list to all maintained schools in Wiltshire showing those pupils expected to start in the school at the beginning of the 2014/15 school year.

In-Year Transfer Applications (for applications outside the normal intake for the school)

43. The LA will make available copies of the Admissions Guide and SCAF through all primary and secondary schools and on request from County Hall.
44. All applicants for a school place must complete an application form which should be returned to the LA. The applicant may or may not live in Wiltshire.
45. Should a parent living in Wiltshire wish to apply for a school in another authority, they must contact that authority directly to apply.
46. Where a maintained school receives an in year application form expressing a preference for that school the form should be forwarded to the LA within 5 school days of receipt.
47. Where the LA receives an in year application form expressing a preference for a Academy, Foundation or VA school the application will be forwarded to the school within 5 school days of receipt.
48. For an Academy, Foundation or VA school, the school's governing body is responsible for deciding the outcome of the application and advising the LA accordingly within 10 school days of the date on which the information was received by the school.
49. In all cases, a decision letter will be sent out by the local authority within twenty school days of receiving the application form and this will provide information, if appropriate, about the statutory right of appeal.
50. If an application has been passed on to a selective school, it is recognised that such a school will not be able to make a response to the LA until after the result of an appropriate selection test has been received. The selective school will inform the LA of the outcome of the application as soon as practicable after the result of any selection test is known. A decision letter will be sent out by the LA and will provide information, if appropriate, about the statutory right of appeal.

51. Waiting lists for schools must be kept and will be managed as per the admission arrangements for the particular school involved. Waiting lists will be kept in order of the relevant oversubscription criteria and not in date order of receipt.
52. In accordance with paragraph 2.21 /2.22 of the School Admissions Code the Local Authority is required to provide parents on request the availability of school places within its area. All schools must provide the LA with this information. This must be done on a monthly basis with the first return to be sent by 6 September 2013.

Applications for transfer at a future date

53. Applications for transfer for VC & C schools will be considered a maximum of one traditional term in advance. Where early applications are received for VC & C schools the Local Authority will advise the parent that their application will not be considered until a specified later date.
54. Applications for transfer for VA & F schools and Academies will be forwarded when received directly to the schools named for consideration in accordance with the schools own admissions policy.

Children from overseas

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

Fair Access Protocol

57. Schools will act in accordance with the Fair Access Protocol which has been adopted to give access to educational provisions for hard to place children and includes those children and young people of compulsory school age in some or all of the following categories:-
- a) *Children attending PRUs or Alternative Provision who are ready to be reintegrated back into mainstream education but into a different school from the one originally attended;*
 - b) *Children who were permanently excluded from their last maintained school placement and who are ready for re-integration to an alternative school.*

- c) *Children known to the police or other similar agencies, where there has been active involvement in the past six months;*
- d) *Children returning from the criminal justice system who are registered with the Youth Offending Team;*
- e) *Children with a history of serious attendance problems, who have been out of education for longer than one new term;*
- f) *Children withdrawn from schools following fixed term exclusion, who have been out of education for longer than one school term;*
- g) *Children with special educational needs, but who do not have a statement (normally those on School Action), who have been out of education for longer than one new school term;*
- h) *Other children who have been out of education for longer than one new school term;*
- i) *Children with disabilities or medical conditions which have already impacted on their attendance or participation at school;*
- j) *Children on the at-risk register, whose move either within or from outside the County requires a change of school;*
- m) *Children who are carers;*
- n) *Children of Gypsies, Roma, Travellers*
- o) *Children of asylum seekers and refugees who have been in the UK less than two years and need a supported entry to school. The need for a supported entry does not include language support where this is the only support required and must be substantiated by professional evidence. Examples of the type of circumstances that might demonstrate a need for a supported entry are where such a child requires specific emotional or behavioural support by the school;*
- p) *Homeless children who have been placed in temporary housing;*
- q) *Children of UK service personnel and other Crown Servants, where a change of location ordered by the service leads to a need for a change of school.*
- r) *Children with unsupportive family backgrounds for whom a place has not been sought*

* Exception to this protocol- The Local Authority (Wiltshire) has the legal power to direct a school to admit a child in its care to a school best suited to that child's needs. This action will be taken in the best interests of the child. Other local authorities have the power to direct a Wiltshire school to admit a child in their care if the school is best suited to his or her needs.

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

Service Families

59. Applications for children of service personnel with a confirmed posting to the county, or crown servants returning from overseas to live in the county, will be considered in advance of the family moving into the county if necessary. Where possible, an application must be included in the normal admission round.

60. An official letter, such as a posting note or letter of support from the commanding officer, should be sent to the local authority as soon as possible. This should include

the relocation date and Unit postal address or quartering area address (the address of the closest house in the nearest 'quartering area').

61. Until a fixed address is available, the Unit postal address or quartering area address will be used and a school place allocated accordingly.
62. The local authority will not refuse a service child a place because the family does not currently live in the area, and will not reserve blocks of places for these children.
63. Children will be considered to be siblings if any brother or sister is going to be attending a school. Their position on any waiting list will be set accordingly.
64. All applications will be dealt with in accordance with these admission arrangements. If a reasonable alternative cannot be offered, the child may be admitted as an 'excepted pupil' under the School Admissions (Infant Class Sizes) (England) Regulations 2012.

Admitting in area children above PAN

65. Wiltshire Council will always try and allocate a space at a child's designated school whenever this is possible. We cannot reserve places at any school nor can we guarantee that a space will be available at the designated school. Having enough spaces in schools for local children is a service priority for the School Buildings and Places team.
66. The local authority has responsibility for the strategic management of school places across the county and has to ensure admissions do not compromise its ability to provide efficient and effective use of resources. It is often more economic to admit local children to their designated school because this does not incorporate an additional transport cost which would be required were an alternative school to be allocated.
67. For some schools, the next nearest school does not provide a reasonable alternative because it is beyond the statutory walking distance or the route to it is unsafe or there is no available transport. Any children who move into these areas might have to be admitted to the designated school despite any existing pressures upon it.
68. It may not always be possible to find a space at the designated school if this is already oversubscribed. In area children will be given priority on any waiting list. If the designated area school is unable to accommodate any more children within the year group then the Council will allocate an alternative school which will be the next nearest school which has available places.
69. Transport would be made available for any children who had to be allocated a school because their designated school was full and the school that has been allocated is outside of the statutory safe walking distance for the age of the child.

Appendix: 2014/15 Timetable for Primary Co-ordination (WILTSHIRE)

15 January 2014:	Closing date for all Common Application Forms to be received by the School Admissions Team at County Hall. Applications must be received by the LA by noon on this date.
10 February 2014:	Details of applications which include preferences for schools in other LAs to be sent to those LAs.
24 February 2014:	Details of applications to be sent to Foundation, VA schools and Academies.
28 February 2014:	The LA will provide a final list to Foundation, VA Schools and Academies. This will include out of county preferences.
13 March 2014:	Foundation, VA schools and Academies to provide the LA with ranked lists of applicants.
01 April 2014:	The LA will inform other LAs of any offers of places at Wiltshire schools to be made to applicants resident in their areas.
14 April 2014:	By this date the LA will provide schools which details of those children to be offered places at the school.
16 April 2014:	Notification letters despatched and sent to parents.
30 April 2014:	Last date for offers to be accepted by parents. Acceptances sent to LA.
12 May 2014:	The LA will send list of pupils accepting a place to every maintained school.
16 May 2014:	All Schools must inform the LA of any places that have been accepted directly via the school.
W/C 19 May 2014:	LA to send out chaser letters to all parents that have not yet responded informing them that, should they not accept then place will be withdrawn.
W/C 02 June 2014:	Final letter sent to parents who have not responded informing them offer is being withdrawn.
13 June 2014:	Second round of offer letters will be sent out by LA
30 August 2014	LA will send out a list to all maintained schools showing the pupils expected to join the school at beginning of 2014/15 school year.



**Proposed Admission Arrangements for
Community and Voluntary Controlled
Secondary Schools for 2014/15**

Status : Proposed Admissions Arrangements 2014/15

PROPOSED SECONDARY ADMISSION ARRANGEMENTS

Wiltshire Council's proposed admission arrangements for admission to Voluntary Controlled and Community (VC and C) Secondary Schools for the 2014/15 academic year

1. General Information

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

Proposed arrangements for the co-ordination of secondary admissions are made within the co-ordinated admissions scheme proposed for 2014/15.

a. Designated Area

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

b. Preferences

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

c. SEN pupils

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

d. Deadline

The closing date for applications is noon 31 October 2013.

All applications received after noon 31 October 2013, including those directed incorrectly to schools and not forwarded to the LA before the deadline, will be treated as late applications and

considered only after those applications received before the deadline have been determined. Applications may be considered as being received on time if they meet the exceptional circumstances criteria as detailed in the Co-ordinated Admissions Scheme 2014/15.

e. Published Admission Number

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

f. Shared Responsibility

Where two adults have shared responsibility for a child they should agree before submitting an application form which school(s) to name as their preference(s). In cases of dispute, or when two application forms are submitted, the LA will process the application received from the adult with whom the child is living. The address shown on the child benefit notification letter or bank statement will be taken as evidence of residency. If this is not available then the address showing on the child's NHS medical card can be used as evidence of residency.

g. Multiple Births

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

2. Oversubscription Criteria

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

1. Children in Care

Children in Care (Looked After Children) a 'looked after child' or a child who was previously looked after but immediately after being looked after became subject to an adoption, residence, or special guardianship order. A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in section 22 (1) of the Children Act 1989).

2. Vulnerable Children

Children from families registered with the National Asylum Support Service; children or families with a serious medical, physical or psychological condition where written evidence is provided at the time of application from a senior clinical medical officer and the general practitioner or specialist showing that it would be detrimental to the child or family not to admit to the preferred school; children with particular educational needs where written evidence is available from Statutory SEN Service to show that it would be detrimental to the child not to be admitted to the school;

For the purpose of the above criteria the word 'families' is determined as living at the same address at the time of application and also living at the same address on a permanent basis. Proof will be required.

3. Designated Area Siblings and Shared Area Siblings

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

4. Other Children from the Designated Area or Shared Area

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

5. Other Siblings

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

6. Children of staff at the school

A child is considered to fall under this criterion:

- a) where the member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made, and/or
- b) the member of staff is recruited to fill a vacant post for which there is a demonstrable skill shortage.

If applicants wish to be considered under this criterion then a letter from the Headteacher confirming the above applies to the applicant must be provided at the time of application.

7. Other children

Children to whom none of the above criteria apply.

Tie Break

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

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

3. Early or Delayed Transfer

Early transfer

Children may only transfer early to a secondary school if it can be shown that not to do so would be detrimental to their academic progress or social welfare. Each such request involves consultation with the current school, the school to which the child wishes to transfer and where appropriate, the Authority's professional adviser(s). The application will not be agreed if one or more parties consider that the transfer would be inappropriate. Agreement to such a request would be considered exceptional.

Delayed transfer

Children may remain for a further year in a primary school if it can be shown that not to do so would be detrimental to their academic progress or social wellbeing, The presence of special educational needs or underachievement are not in themselves sufficient reasons to delay transfer.

Children for whom a delayed entry to school or year group retention has already been agreed by the relevant parties will continue in the lower year group unless it can be shown that it is in their best interests to rejoin their chronological year group.

The continuation of this arrangement will continue on transfer to secondary school unless the parent/carer, current school, the school to which the child would otherwise wish to transfer and, where appropriate, the LA's professional adviser consider it in the child's best interest to rejoin the chronological year group. An application for transfer to secondary school must still be made in the same way as expected of other children in the year group in which they are working (rather than their chronological age group).

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

4. Service Families

Applications for children of service personnel with a confirmed posting to the county, or crown servants returning from overseas to live in the county, will be considered in advance of the family moving into the county if necessary. Where possible, an application must be included in the normal admission round.

An official letter, such as a posting note or letter of support from the commanding officer, should be sent to the local authority as soon as possible. This should include the relocation date and Unit postal address or quartering area address (the address of the closest house in the nearest 'quartering area').

Until a fixed address is available, the Unit postal address or quartering area address will be used and a school place allocated accordingly.

The local authority will not refuse a service child a place because the family does not currently live in the area, and will not reserve blocks of places for these children.

Children will be considered to be siblings if any brother or sister is going to be attending a school. Their position on any waiting list will be set accordingly.

5. Waiting Lists

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

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

Waiting lists for the all year groups will close on 24 July 2014.

Parents may submit a fresh application for the next academic year group which will be considered from 1 May 2014 onwards.

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

If your child is offered a place from a waiting list for any VC, C School then you must accept or decline the place within 10 working days of the date of offer. If the place is not accepted then a further letter will be sent informing the applicant that should they not accept or decline the place within 5 working days the place will be withdrawn. A further letter will be sent informing the applicant the place has been withdrawn.

Notes:

- Names will only be removed from the lists if a written request is received or if the offer of a place that becomes available is declined.
- Registration of interest on a school's Pre-Admission List will not be considered as an application for a school place.
- Parents must contact any Voluntary Aided, Foundation school or the Academy concerned to obtain information on the existence and or maintenance of a waiting list.
- Except for Service Families, children will considered to be living within the designated area for a school on receipt of an exchange of contracts or a signed tenancy agreement.
- Except for Service Families, children will not be considered to be a sibling unless their brother or sister is attending the school and is expected to still be in attendance at the chosen start date.

6. Late or in year Applications

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

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

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

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

Applications received requesting more immediate admission are considered in the order that the School Admissions Team receives them. If more than one additional application for a particular school is received on the same date places are allocated to children in order of the ranked criteria as listed in section 2.

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

If your child is offered a place at any VC or C School then you must accept or decline the place within 10 working days of the date of offer. If the place is not accepted then a further letter will be sent informing the applicant that should they not accept or decline the place within 5 working days the place will be withdrawn. A further letter will be sent informing the applicant the place has been withdrawn.

If your child is offered a place at any VC or C School and you accept the place, you must take the place up within 28 working days of the required admissions date stated on the original application form. Should the place not be taken up within the 28 working days the local authority will then write to the parents informing them that the place has been withdrawn.

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

Special Educational Needs

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

An admission number, which applies to the normal year of entry, is agreed for each school annually. Applications will generally be agreed until this Published Admission Number (PAN) for the year group in question has been reached or until the net capacity of the school has been reached.

If the governing body of any school refuse admission to a child with challenging behaviour (outside the normal admissions round) the case must be referred to the LA for consideration under the In-Year Fair Access Protocol. This will normally only be the case where the school has a partially high proportion of children with challenging behaviour or previously excluded children.

This provision will not apply to a Child in Care (Looked after Child, a previously looked after child) or a child with a Statement of Special Educational Needs, as these children must be admitted.

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

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

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

7. Sixth Form Admissions

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

8. Appeal Process

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

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

Once a place has been awarded by the independent appeal panel the place must be taken up within twenty eight days of the required date of admission stated on the original application form.

Should the place not be taken up within the twenty eight days the local authority will then write to the parents informing them that the place has been withdrawn.

9. Further Appeals

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

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

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

Appendix A

Protocol on Delayed Transfer or Retention of Pupils out of their Chronological Year Group

Introduction

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

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

Pupils with Special Educational Needs

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

An appropriate member of Targeted Schools and Learning support services should be involved and together with the school must provide advice on the nature and degree of the pupil's difficulties and explore

- a. How these compare to his/her peers i.e. those in the year group which he or she should be educated.
- b. How the delayed transfer or retention of the pupil will help alleviate any difficulties he or she experiences.
- c. The likely emotional, social, academic effects on retaining out of year group.

- d. What steps would be necessary to include the pupil within his/her peer group in order to transfer at the expectant time or remain with his or her chronological year group.

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

Where a pupil has a Statement of Special Educational Needs the issue of being retained out of the year group must be addressed at the Annual Review prior to transfer. The annual review prior to secondary transfer should be held in the summer term of Year 5.

- Where a pupil does not have a Statement of Special Educational Needs a School Action Plus review meeting should be held early in the summer term of year 5. In this meeting it would be necessary to provide the evidence detailed above (See a-d previously stated) and agreement would need to be reached between all parties involved.
- The implications of delayed transfer or retention should be fully discussed with the current school, the receiving school, parents and Local Authority representative in order to fully explore the long term implications.
- It should also be noted that whilst a pupil is still in the infant stage of education it may not be obvious they are out of year group, but by the time they are in Year 10 the difference may be more apparent.
- It should also be noted that in the case of some special schools the pupils will automatically be put in their chronological year group rather than out of year group so this may have implications for pupils who require a special school placement in the long term.
- If following detailed discussion there is agreement that delayed transfer or retention is in the pupil's best interest, the notes of the meeting together with individual comments from the various members present should be forwarded as part of the annual review process to the Statutory SEN Service for pupils with a statement of Special Educational Needs.
- Schools will be informed of the outcome of the request at the transfer review stage or in the case of School Action Plus within a month of receipt of the request.
- It will be the responsibility of the school to inform the parents of the decision.



**Proposed Admission Arrangements for
Community and Voluntary Controlled
Primary Schools for 2014/15**

Status : Proposed Admissions Arrangements 2014/15

PROPOSED PRIMARY ADMISSION ARRANGEMENTS

Wiltshire Council Proposed Admission Arrangements for Admissions to Voluntary Controlled (VC) and Community (C) Primary, Infant, and Junior Schools for the 2014/15 Academic Year

1. General Information

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

Proposed Arrangements for the co-ordination of primary admissions are made within the co-ordinated admissions scheme proposed for 2014/15.

a) Designated Area

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

b) Preferences

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

c) Children with statement special educational needs

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

d) Deadline Date

The closing date for the normal round of applications is noon 15 January 2014.

All applications received after noon on 15 January 2014 will be considered as late applications and will only be considered after all those received by the deadline have been determined, in accordance with the additional admissions policy which follows.

e) Published Admission Number

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

f) Shared Responsibility

Where two adults have shared responsibility for a child they should agree before submitting an application form which school(s) to name as their preference(s). In cases of dispute, or when two application forms are submitted, the LA will process the application received from the adult with whom the child is living for the majority of the school week. The address shown on the child benefit notification letter will be taken as evidence of residency. If this is not available then the address showing on the child's NHS medical card can be used as evidence of residency.

g) Multiple Births

The Local Authority will endeavour to place siblings born at the same time (eg twins, triplets etc) in the same school. If necessary schools will be required to admit over PAN to accommodate such children. In accordance with paragraph 2.15 of the new School Admissions Code expected to come into force from February 2012, twins and multiple births will be classed as permitted exceptions to the Infant Class Size Regulations. This will only be the case when one of the siblings is the 30th child admitted.

2. Oversubscription Criteria

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

1. Children in Care

Children in Care (Looked After Children) a 'looked after child' or a child who was previously looked after but immediately after being looked after became subject to an adoption, residence, or special guardianship order. A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in section 22 (1) of the Children Act 1989).

2. Vulnerable Children

Children from families registered with the National Asylum Support Service;
Children or families with a serious medical, physical or psychological condition where written evidence is provided at the time of application from a senior clinical medical officer and the general practitioner or specialist showing that it would be detrimental to the child or family not to admit to the preferred school.

Children with particular educational needs where written evidence is available from health or education professional to show that it would be detrimental to the child not to be admitted to the school;

For the purpose of the above criteria the word 'families' is determined as living at the same address at the time of application and also living at the same address on a permanent basis. Proof will be required.

3. Linked Infant School (this criterion applies to infant-to-junior transfer applications only)
Children who are pupils attending year 2 at the linked infant school as at the deadline date, irrespective of the status of the infant school, i.e. foundation, aided, community, or voluntary controlled.
4. Designated Area Siblings and Shared Area Siblings
A child is considered under this criterion if a sibling is attending the school (or the linked junior school in the case of applications to an infants' school) as at the deadline date and will continue to attend the school at the time of entry, and where the child lives within the designated area or shared area at the same address as the sibling. Step, half and foster siblings are included in this category.
5. Other Children from the Designated Area or Shared Area
Children resident within the designated area or shared area who do not qualify under one of the criteria above.
6. Other Siblings
A child is considered under this criterion if a sibling is attending the school (or the linked junior school in the case of applications to an infants' school) as at the deadline date and will continue to attend the school at the time of entry, and where the child lives at the same address as the sibling. Step, half and foster siblings are included in this category.
7. Children of staff at the school
A child is considered to fall under this criterion:
 - a) where the member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made, and/or
 - b) the member of staff is recruited to fill a vacant post for which there is a demonstrable skill shortage.If applicants wish to be considered under this criterion then a letter from the Headteacher confirming the above applies to the applicant must be provided at the time of application.
8. Other children
Children to whom none of the above criteria apply.

Tie Break

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

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

3. Starting School

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

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

Parents have the right to ask that their child attends part time and this will be provided by arrangement with the school governors, (part time provision has been determined as either five mornings or five afternoons a week).

Schools will be responsible for informing parents of the induction arrangements for new entrants to the reception class(es). These may involve a short period of part time provision or a phased entry at the beginning of Term 1, which will normally be a fortnight. Individual children's cases should be discussed by the parent(s) with the school directly.

4. Joint admission arrangements with pre-schools

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

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

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

5. Early, deferred or delayed admission

Early admission

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

Deferred admission until later in the academic year

A school place in the reception class is available for children from the September of the academic year in which they are 4. Where an offer of a place is made to a child below compulsory school age, parents have the right to defer their child's entry to school until later in the school year. The place is held for the child and is not available to be offered to another child. Entry may not be deferred beyond the beginning of the term after the child's fifth birthday, nor beyond the academic year for which admission is sought.

Where a parent or guardian chooses to defer their child's admission beyond the academic year for which admission is sought, the place originally offered cannot be held over and a fresh application is required. Children whose entry is deferred are expected to join their chronological peer group, i.e. year 1.

Exceptional circumstances requiring delayed admissions

In exceptional circumstances children may be considered for delayed school entry into Reception class, i.e. out of their chronological year group. A written request must be made by the parents to the Local Authority. All such requests will be considered by the authority's professional advisors on a case by case basis, in discussion with parents and the preferred school.

6. Service Families

Applications for children of service personnel with a confirmed posting to the county, or crown servants returning from overseas to live in the county, will be considered in advance of the family moving into the county if necessary. Where possible, an application must be included in the normal admission round.

An official letter, such as a posting note or letter of support from the commanding officer, should be sent to the local authority as soon as possible. This should include the relocation date and Unit postal address or quartering area address (the address of the closest house in the nearest 'quartering area').

Until a fixed address is available, the Unit postal address or quartering area address will be used and a school place allocated accordingly.

The local authority will not refuse a service child a place because the family does not currently live in the area, and will not reserve blocks of places for these children.

Children will be considered to be siblings if any brother or sister is going to be attending a school. Their position on any waiting list will be set accordingly.

All applications will be dealt with in accordance with these admission arrangements. If a reasonable alternative cannot be offered, the child may be admitted as an 'excepted pupil' under the School Admissions (Infant Class Sizes) (England) Regulations 2012.

7. Waiting Lists

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

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

Waiting lists for all year groups will close on 24 July 2014.

A fresh application can be made for a place for the next academic year group but this will not be considered before 1 May 2014.

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

If your child is offered a place from a waiting list for any VC, C School then you must accept or decline the place within 10 working days of the date of offer. If the place is not accepted then a

further letter will be sent informing the applicant that should they not accept or decline the place within 5 working days the place will be withdrawn. A further letter will be sent informing the applicant the place has been withdrawn.

Notes:

- Names will only be removed from the lists if a written request is received or if the offer of a place that becomes available is declined.
- Registration of interest on a school's pre-admission list will not be considered as an application for a school place.
- Parents must contact any Voluntary Aided, Foundation school or the Academy concerned to obtain information on the existence of a waiting list.
- Except for Service Families, children will be considered to be living within the designated area for a school on receipt of an exchange of contracts or a signed tenancy agreement.
- Except for Service Families, children will not be considered to be a sibling unless their brother or sister is attending the school and is expected to still be in attendance at the chosen start date.

8. Late or In Year Applications

A late application is one received after the deadline date of noon 15 January 2014. An In-Year application is for any year group which is not the normal intake group for the school.

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

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

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

Applications received requesting more immediate admission are considered in the order that the School Admissions Team receives them. If more than one additional application for a particular school is received on the same date places are allocated to children in order of the ranked criteria as listed in section 2.

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

If your child is offered a place at any VC or C School then you must accept or decline the place within 10 working days of the date of offer. If the place is not accepted then a further letter will be sent informing the applicant that should they not accept or decline the place within 5 working days the place will be withdrawn. A further letter will be sent informing the applicant the place has been withdrawn.

If your child is offered a place at any VC or C School and you accept the place, you must take the place up within 28 working days of the required admission date stated on the original application form. Should the place not be taken up within the 28 working days the local

authority will then write to the parents informing them that the place has be withdrawn. This does not apply to children who are below compulsory school age for further information regarding children who are below compulsory school age, please refer to section 5 of this policy.

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

Children with Special Educational Needs

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

Published Admission Number (PAN)

An admission number, which applies to the normal year of entry, is agreed for each school annually. Applications will generally be agreed until this Published Admission Number (PAN) for the year group in question has been reached or until the net capacity of the school has been reached.

If the governing body of any school refuse admission to a child with challenging behaviour (outside the normal admissions round) the case must be referred to the LA for consideration under the In-Year Fair Access Protocol. This will normally only be the case where the school has a partially high proportion of children with challenging behaviour or previously excluded children.

This provision will not apply to a Child in Care (Looked after Child, a previously looked after child) or a child with a Statement of Special Educational Needs, as these children must be admitted.

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

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

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

9. Appeals Procedure

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

Information about the appeal procedure will be provided where a place at one or more of the preferred schools has been refused. Appellants should contact the Customer Services Team (01225 713010) to obtain an appeals form which should be returned to Democratic and

Members Service team at County Hall, Trowbridge. The clerk to the appeals panel will be provided by the D&M Service team.

Once a place has been awarded by the independent appeal panel the place must be taken up within twenty eight days of the required date of admission stated on the original application form.

Should the place not be taken up within the twenty eight days the local authority will then write to the parents informing them that the place has be withdrawn.

10. Further Appeals

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

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

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

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Types of Schools – Background Information

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

Community schools

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

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

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

There are 54 mainstream community schools in Wiltshire

Foundation schools

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

There are 14 foundation schools in Wiltshire

Voluntary-aided schools

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

- employs the staff
- sets the admissions criteria

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

There are 57 VA schools in Wiltshire

Voluntary-controlled schools

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

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

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

There are 70 VC schools in Wiltshire

Academy

An Academy is a self determining school that is included in the co-ordinated admissions scheme and, for admissions purposes, operate in the same way as a foundation school. The Academy trust owns the building and Land.

There are 34 Academies in Wiltshire.

Admission Arrangements explain how children will be admitted to schools and in particular outline the criteria which will be used to allocate places if the school is oversubscribed for the

intake year in September. The local authority sets the admission arrangements for voluntary controlled and community schools.

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

Wiltshire Council

Cabinet

19 March 2013

Subject: Report on Treasury Management Strategy 2012-13 – Third Quarter ended 31 December 2012

Cabinet Member: Councillor John Brady Finance, Performance and Risk

Key Decision: No

Executive Summary

The Council has adopted a Treasury Management Strategy and an Annual Investment Strategy (AIS) for 2012-13.

In addition to an Annual Report, the policy requires quarterly reports reviewing the Treasury Management Strategy (TMS). This is the third quarterly report of 2012-13 and covers the period from 1 April 2012 to 31 December 2012.

Proposal

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

Reasons For Proposals

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

MICHAEL HUDSON
Service Director, Finance

Wiltshire Council

Cabinet

19 March 2013

Subject: Report on Treasury Management Strategy 2012-13 – Third Quarter ended 31 December 2012

Cabinet Member: Councillor John Brady Finance, Performance and Risk

Key Decision: No

Background & Purpose of Report

1. The Council adopted a Treasury Management Strategy for 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).
2. The Council agreed that, in addition to an Annual Treasury Report reviewing the year as a whole, quarterly reports would be submitted to Cabinet reviewing the Treasury Management Strategy. This report covers the first three quarters of 2012-13, ended 31 December 2012.

Main Considerations for the Cabinet

3. This report reviews management actions in relation to:
 - a) the PrIs and TrIs originally set for the year and the position at 31 December 2012;
 - b) other treasury management actions during the period; and
 - c) the agreed Annual Investment Strategy.

Review of Prudential and Treasury Management Indicators and Treasury Management Strategy for 2012-13

4. The following is a review of the position on the key prudential and treasury indicators for the nine months to 31 December 2012.
5. A full listing of the indicators required by the CIPFA Prudential Code, Treasury Management Code and Treasury Management Guidance Notes are given in Appendix 1.

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

Trl 1 – Authorised Limit for External Debt

Authorised Limit	2012-13 £ million	2013-14 £ million	2014-15 £ million
Borrowing – General Fund	418.5	417.6	426.8
Borrowing – HRA	122.6	122.6	122.6
Other Long Term Liabilities	0.2	0.2	£0.2
TOTAL	541.3	540.4	549.6

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

Trl 2 – Operational Boundary for External Debt

Operational Boundary	2012-13 £ million	2013-14 £ million	2014-15 £ million
Borrowing – General Fund	408.5	407.6	416.5
Borrowing – HRA	122.6	122.6	122.6
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	531.3	530.4	539.3

11. The Operational Boundary is set at a limit that facilitates the funding of the Council's entire financing requirement through loans, if this was the most cost effective approach. The limit was set to anticipate expected expenditure and has not been exceeded during the reporting period (maximum borrowing during the period was £364.0 million).

Trl 3 – External Debt

	31/03/12 Actual £ million	30/09/12 Actual £ million	31/03/13 Expected £ million
Borrowing – General Fund	245.2	245.2	245.2
Borrowing – HRA	118.8	118.8	118.8
Total Borrowing	364.0	364.0	364.0
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	364.2	364.2	364.2

12. Trl 3 shows the gross External Debt outstanding, both long-term loans and temporary borrowing. No long term loans were repaid in the first nine months of 2012-13. The figure for actual borrowing at 31 March 2012 is stated at the amount that reflects actual outstanding external borrowing at the end of 2011-12 (i.e. excluding accounting adjustments, such as accrued interest and effective interest rate adjustments).

Key Treasury Management Indicators within the Treasury Management Code

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

13. This Trl is now covered by the Annual Investment Strategy for 2012-13, which set a limit of £30 million. During the first nine months of 2012-13 no cost effective investments have been identified. The Authority however holds a number of on-call deposit accounts and money market funds, which offer both an attractive interest rate, some of which track the bank rate, and instant access for flexibility of cash management.

Trl 7 - Local Prudential Indicator

14. In addition to the main maturity indicators it was agreed no more than 15% of long term loans should fall due for repayment within any one financial year. The maximum in any one year is currently 9.3% (£34 million) in 2014-15. However, this almost entirely relates to the treatment of LOBO loans, which are shown as maturing at the date (the “call date”) on which the lender has the right to increase the interest rate. Indications are that interest rates will not move upwards until March 2015 and it is, therefore, unlikely that these loans will be “called” in 2014-15. A summary maturity profile is shown in Appendix 2.

Other Debt Management Issues

Debt Rescheduling

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

Cash Surpluses and Deficits

Short Term Surpluses and Deficits

16. Any short term cash surpluses or deficits have been managed through temporary deposits or loans, respectively. Temporary deposits outstanding at 31 December 2012 amounted to £95.3 million, including outstanding Icelandic bank deposits, shown at their current estimated recoverable amounts, as detailed in Appendix 3.

Icelandic Banks

17. As at 31 December 2012, the Council has received twelve interim payments from the administrators of Heritable Bank, totalling nearly £7 million and three repayments from the Landsbanki Islands hf Bank Winding-up Board, totalling circa £1.5 million. The original principal invested in each bank was: Heritable, £9 million; and Landsbanki, £3 million (£12 million in total).
18. A further repayment of £0.245 million was received in January 2013 from the administrators of Heritable Bank. The Landsbanki Winding-up Board have not indicated when they will be making the next distribution.
19. Indications are that the Council will recover 95% of its deposits with Heritable and 100% of its deposit in Landsbanki. However, repayments, particularly from Landsbanki, are likely to be completed over several more years.

Longer Term Cash Balances

20. Interest rate movements in the period have not provided many opportunities for an increased return by longer term investment of the more permanent cash surpluses, such as reserves and balances. Funds have been invested 'short' during the period, in the light of the continuing uncertainty of the current financial climate, particularly the ongoing Euro zone sovereign debt issues. However, there have been opportunities to invest, within the Councils approved Treasury Management Strategy in (UK) banks which have offered "special tranche rates" for twelve months.
21. During the first nine months of 2012-13 three "special tranche rate" investment were placed with National Westminster Bank (in April for 12 months at 2.25%) and Lloyds Banking Group (in August for 12 months at 2.85% and a further investment in September for (circa) seven months, at a rate of 1.75%). Further details are shown in Appendix 3.
22. On 11 January 2013 Sector, the Council's treasury advisors, issued a newsflash saying that they now believe market conditions are such that there is no longer a need for a more stringent limit (of three months) on the maximum suggested durations with counterparties. The revised durations, based on Sector's normal creditworthiness parameters (as shown in the Investment Strategy, please see paragraph 27 below), are now reflected in the latest credit lists issued following the newsflash. Sector will, of course, continue to monitor the situation and amend the credit list and their advice accordingly.

Investment Strategy

23. All investments have been conducted within the agreed Annual Investment Strategy and made only to authorised lenders within the Council's high credit quality policy.

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

- e) Red – 6 months;
 - f) Green – 3 months; and
 - g) No Colour – not to be used.
28. While Sector considered markets to be particularly volatile, all ratings (**with the exception of those covered by the Blue, one year rating, which only applies to nationalised or semi nationalised UK Banks and their subsidiaries**) were restricted to Green, with a maximum duration limit of three months. In January 2013 Sector removed this more stringent limit on the maximum suggested durations with counterparties. The situation will be monitored and investments will only be placed with the stronger rated counterparties.
29. All investments are within the suggested maturity period. Members will note some have no fixed maturity date, in these instances we take advantage of the market rate and recall these within the maturity period dictated to by our advisors rating. This allows flexibility as ratings change to be balanced against the opportunity to gain higher rates.
30. Ratings outside this structure include those that apply to local authorities, which are rated as AAA, except where, in a few cases, local authorities have applied for and received individual ratings, such as when they wish to issue bonds and the rating achieved is, or is subsequently downgraded, below AAA. Money Market Funds the Council may place investments in, are also rated (outside this structure) AAA.
31. The above ratings are incorporated within the approved Investment Strategy as detailed within the Treasury Management Strategy 2012-13 and the current ratings have been shown against the deposits outstanding in Appendix 3.

Environmental and Climate Change Considerations

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

Equalities Impact of the Proposal

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

Risk Assessment and Financial Implications

34. All investment has been at fixed rates during the period. The Council's current average interest rate on long term debt is 3.787%, which, according to the latest available information, remains one of the lowest rates amongst UK local authorities.

Legal Implications

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

Options Considered

36. Further consideration was given to the option of alternative investments such as UK Government gilts and treasury bills (T Bills), together with certificate of deposits (CDs). CDs are deposits, mainly with banks (some not offering fixed term deposits through the market), which can either be retained until maturity or traded through a secondary market. CDs are, therefore, more liquid than a normal fixed term deposit, which (usually) must be retained until maturity and give access to additional counterparties, leading to increased diversification of investments and, therefore, increased security.
37. Interest rates are expected to remain low for the short to medium term, with current indications that there will not be a rise in the Bank Rate until the first quarter of 2015, ending in March 2015 (Source: Sector Treasury Services Limited – U.K. Interest Rate Forecasts November 2012). Consequently, longer term investments are continually assessed and considered, taking account of the ‘SLY principle’ (with security the prime driver for all investment decisions) as an enhancement to the Council’s investment portfolio. This has resulted in the continued placement of funds, at an extremely competitive interest rate, with Lloyds Banking Group and National Westminster Bank.
38. PWLB rates were monitored for opportunities to take out loans in advance of need. However, as there was no immediate necessity to borrow and forward borrowing would incur a ‘cost of carry’ no loans were taken out during this reporting period.

Conclusion

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

Michael Hudson
Service Director, Finance

Report Author:

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Background Papers

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

Appendices

- Appendix 1 Prudential and Treasury Indicators for 2012-13, 2013-14 & 2014-15
- Appendix 2 Summary of Long Term Borrowing 1 April 2011 – 31 December 2012
- Appendix 3 Summary of Temporary Loans and Deposits 1 April – 31 December 2012

Prudential and Treasury Indicators for 2012-13, 2013-14 & 2014-15

Prudential Indicators

Prl 1 – Capital Expenditure

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

	2011-12 Actual Outturn £ million	2012-13 Original Estimate £ million	2012-13 Revised Estimate £ million	2012-13 Actual To date 31/12/12 £ million
General Fund	91.8	113.9	87.3	43.9
HRA	4.0	9.4	5.5	3.1

2. The revised estimate for 2012-13 is lower than the original estimate largely because of major reprogramming of schemes from 2012-13 into 2013-14 as larger schemes are pushed back into later years.
3. The Capital Programme is monitored closely throughout the year and progress on the programme is reported to the Cabinet Capital Asset Committee (CCAC). The next report due to be taken to members is the Month 10 2012/2013 report which will be taken to CCAC on 19 March 2013.

Prl 2 – Ratio of Financing Costs to Net Revenue Stream

	2011-12 Actual Outturn	2012-13 Original Estimate	2012-13 Revised Estimate
General Fund	6.2%	8.2%	6.4%
Housing Revenue Account	0.6%	19.9%	19.9%

The General Fund revised estimate for 2012-13 is lower than the original due to a reduction in financing cost estimates, following a lower level of borrowing undertaken in 2011-12 than originally assumed.

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

4. This indicator is only relevant at budget setting time and for 2012-13 was calculated as being £3.15.

Prudential and Treasury Indicators for 2012-13, 2013-14 & 2014-15

Pr1 4 – Net Borrowing compared to Capital Financing Requirement (CFR)

	2011-12 Actual Outturn £ million	2012-13 Original Estimate £ million	2012-13 Revised Estimate £ million
CFR – General Fund	338.4	389.3	354.1
CFR – HRA	122.6	122.6	122.6
Net Borrowing – General Fund	195.5	268.2	195.2
Net Borrowing – HRA	118.8	118.8	118.8
CFR not funded by net borrowing – General Fund	142.9	121.1	158.9
CFR not funded by net borrowing – HRA	3.8	3.8	3.8

5. Pr1 4 measures the so called “Golden Rule” which ensures that over the medium term net borrowing is only for capital purposes.
6. The main reason for the difference in the 2012-13 revised and original estimates are:
 - a) a decrease in the anticipated capital financing requirement;
 - b) a revision of the external borrowing requirement. It is anticipated that no borrowing will be taken in 2012-13, any increase in capital financing requirement being funded (internally) by a reduction in investments. Using ‘internal cash’, where it is available, to fund increases in CFR, through cash flow management, rather than borrowing externally reduces the cost of borrowing (from 4.5%, externally to 0.80%, internally); and
 - c) the revision of the level of short term investments likely to be held at the end of 2012-13.

Pr1 5 – Compliance with the CIPFA Code of Practice for Treasury Management in the Public Services

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

Treasury Management Indicators within the Prudential Code

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

Prudential and Treasury Indicators for 2012-13, 2013-14 & 2014-15

Tr1 1 – Authorised Limit for External Debt

Authorised Limit	2012-13 £ million	2013-14 £ million	2014-15 £ million
Borrowing – General Fund	418.5	417.6	426.8
Borrowing – HRA	122.6	122.6	122.6
Other Long Term Liabilities	0.2	0.2	£0.2
TOTAL	541.3	540.4	549.6

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

Tr1 2 – Operational Boundary for External Debt

Operational Boundary	2012-13 £ million	2013-14 £ million	2014-15 £ million
Borrowing – General Fund	408.5	407.6	416.5
Borrowing – HRA	122.6	122.6	122.6
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	531.3	530.4	539.3

10. The Operational Boundary is set at a limit that facilitates the funding of the Council's entire financing requirement through loans, if this was the most cost effective approach. The limit was set to anticipate expected expenditure and has not been exceeded during the reporting period (maximum borrowing during the period was £364.0 million).

Tr1 3 – External Debt

	31/03/12 Actual £ million	30/09/12 Actual £ million	31/03/13 Expected £ million
Borrowing – General Fund	245.2	245.2	245.2
Borrowing – HRA	118.8	118.8	118.8
Total Borrowing	364.0	364.0	364.0
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	364.2	364.2	364.2

11. Tr1 3 shows the gross External Debt outstanding, both long-term loans and temporary borrowing. No long term loans were repaid in the first nine months of 2012-13. The figure for actual borrowing at 31 March 2012 is stated at the amount that reflects actual outstanding external borrowing at the end of 2011-12 (i.e. excluding accounting adjustments, such as accrued interest and effective interest rate adjustments).

Prudential and Treasury Indicators for 2012-13, 2013-14 & 2014-15

Treasury Management Indicators within the Treasury Management Code

Trl 4a – Upper Limit on Fixed Interest Rate Exposures

The Council's upper limit for fixed interest rate exposure for the period 2012-13 to 2014-15 is 100% of net outstanding principal sums.

Trl 4b – Upper Limit on Variable Interest Rate Exposures

The Council's upper limit for variable interest rate exposure is 25% for 2012-13, 35% for 2013-14 and 40% for 2014-15 of net outstanding principal sums.

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

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

Limits on the Maturity Structure of Borrowing	Upper Limit	Lower Limit	Position at 31/12/12
Maturing Period:			
- under 12 months	15%	0%	2%
- 12 months and within 24 months	15%	0%	9%
- 2 years and within 5 years	45%	0%	16%
- 5 years and within 10 years	75%	0%	10%
- 10 years and above	100%	0%	63%

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

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

15. This Prl is now covered by the Annual Investment Strategy for 2012-13, which set a limit of £30 million. During the first nine months of 2012-13 no cost effective investments have been identified. The Authority however holds a number of money market funds and an on-call deposit account, which offer competitive interest rates and instant access for flexibility of cash management.

Prudential and Treasury Indicators for 2012-13, 2013-14 & 2014-15

Trl 7 - Local Prudential Indicator

16. In addition to the main maturity indicators it was agreed no more than 15% of long term loans should fall due for repayment within any one financial year. The maximum in any one year is currently 9.3% (£34 million) in 2014-15. A summary maturity profile is shown in Appendix 2.

SUMMARY OF LONG TERM BORROWING 1 APRIL 2012 – 31 DECEMBER 2012

Loans Raised During the Period

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

Average period to maturity (years) 0.00

Average interest rate (%) 0.00

* Loans taken to restructure debt

** Loans taken for purchases instead of leasing

Maturity Profile at 31 December 2012

Year	Amount (£m)	%age	Average rate (%)
1 to 5 years	97.057	26.7	3.931
6 to 15 years	84.933	23.3	2.779
16 to 25 years	99.500	27.3	3.812
26 to 50 years	82.500	22.7	4.149
Over 50 years	-	-	-
Totals	363.990	100.0	3.787

Average period to maturity (years) 17.37

LOBO loans are included (as recommended by CIPFAs Guidance Notes on Treasury Management in the Public Services) at the earliest date on which the lender can require payment, deemed to be the next 'call date'. At that date the lender may chose to increase the interest rate and the borrower (the Council) may accept the new rate or repay the loan. Whether or not the lender choses to exercise their right to alter the interest rate will depend on market conditions (interest rates).

SUMMARY OF TEMPORARY LOANS AND DEPOSITS 1 APRIL – 31 DECEMBER 2012

Deposits Outstanding at 31 December 2012

Borrower	Amount £m	Terms	Interest Rate	Sector Credit Rating	
				at 31/12/2012	Post 11/01/2013
HSBC Bank Plc - Treasury	3.200	No fixed maturity date	0.20	Green - 3 Months	Orange - 12 Months
National Westminster Bank	8.000	Fixed to 05-Apr-13	2.25	Blue - 12 Months	Blue - 12 Months
Barclays Bank	8.000	Fixed to 16-Jan-13	0.48	Green - 3 Months	Green - 3 Months
Lloyds TSB Bank	5.000	Fixed to 09-Aug-13	2.85	Blue - 12 Months	Blue - 12 Months
Lloyds TSB Bank	3.000	Fixed to 14-Feb-13	1.75	Blue - 12 Months	Blue - 12 Months
Nationwide Building Society	8.000	Fixed to 16-Jan-13	0.45	Green - 3 Months	Green - 3 Months
National Bank of Abu Dhabi	8.000	Fixed to 15-Jan-13	0.46	Green - 3 Months	Red - 6 Months
Commonwealth Bank of Australia	8.000	Fixed to 15-Feb-13	0.40	Green - 3 Months	Orange - 12 Months
Svenska Handelsbanken AB	7.559	No fixed maturity date	0.40	Green - 3 Months	Orange - 12 Months
Black Rock	0.009	No fixed maturity date	0.33	AAA	AAA
J P Morgan Money Market Funds	0.022	No fixed maturity date	0.29	AAA	AAA
Prime Rate Money Market Fund	14.951	No fixed maturity date	0.48	AAA	AAA
Goldman Sachs Money Market Fund	4.259	No fixed maturity date	0.46	AAA	AAA
Ignis Money Market Fund	14.885	No fixed maturity date	0.53	AAA	AAA
Heritable Bank	0.384	Est Recoverable Amount	6.00	N/A	N/A
Heritable Bank	0.255	Est Recoverable Amount	6.00	N/A	N/A
Heritable Bank	0.384	Est Recoverable Amount	6.00	N/A	N/A
Heritable Bank	0.128	Est Recoverable Amount	5.42	N/A	N/A
Landsbanki	1.197	Est Recoverable Amount	6.10	N/A	N/A
Landsbanki	0.021	Est Recoverable Amount	3.40	N/A	N/A
Total	95.254				

Outstanding deposits with Icelandic Banks are shown at the estimated recoverable amount, which takes account of estimated impairments and any repayments received to date. Apart from the final entry, the interest rates are the original rates. The last entry reflects the amount paid out in ISK (Icelandic Krona) which is being held in an interest bearing escrow account in Iceland and, as recommended by CIPFA, accounted for as a 'new' investment.

Transactions During the Period

Type	Balance	Raised		Repaid		Balance	Interest Variance * High/Low(%)
	1 Apr 12 £m	Value £m	No.	Value £m	No.	31 Dec 12 £m	
Temporary loans							
- General	0.000	0.000	0	0.000	0	0.000	
Total	0.000	0.000	0	0.000	0	0.000	
Temporary deposits							
- General	24.507	136.000	18	110.138	14	50.369	2.85/0.40
- HSBC Overnight	0.000	161.570	75	158.370	77	3.200	0.20/0.20
- Call Accounts	0.026	7.533	4	0.000	0	7.559	0.75/0.40
- Money Market Funds	25.132	359.974	90	350.980	108	34.126	0.80/0.29
Total	49.665	665.077	187	619.488	199	95.254	

* Interest variance is the highest/lowest interest rate for transactions during the period.
 * In terms of general deposits, the high of 2.85% was obtained on a 12 month deposit.

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