

AGENDA

Meeting: **Cabinet**
Place: **Kennet Room - County Hall, Trowbridge BA14 8JN**
Date: **Tuesday 7 October 2014**
Time: **10.30 am**

Membership:

Cllr Keith Humphries	Cabinet Member for Public Health, Protection Services, Adult Care and Housing (exc strategic housing)
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economic Development, Skills and Strategic Transport
Cllr Jane Scott OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services)


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 16 September 2014.

3 Leader's announcements

4 Declarations of interest

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

5 Public participation and Questions from Councillors

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Questions may also be asked by members of the Council. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on Thursday 2 October 2014. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 Minutes - Cabinet Committees

To receive and note the minutes of the following Cabinet Committees:

6(a) Capital Assets Committee - 16 September 2014 (Pages 11 - 16)

6(b) Cabinet Transformation Committee - 16 September 2014 (Pages 17 - 22)

7 Actions to recruit and retain social workers (Pages 23 - 36)

Report by Corporate Directors Dr Carlton Brand, Carolyn Godfrey and Maggie Rae

8 Wiltshire Air Quality Action Plan (Pages 37 - 44)

Report by Maggie Rae, Corporate Director

The Wiltshire Air Quality Action Plan is available on the Council's website along with this agenda and available on request.

9 **Porton Science Park** (*Pages 45 - 56*)

 Report by Dr Carlton Brand, Corporate Director

10 **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 be excluded because of the likelihood that exempt information would be disclosed

11 **Exclusion of the Press and Public**

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


To consider passing the following resolution:

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

Reason for taking item in private:

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

12 **Porton Science Park** (*Pages 57 - 60*)

 Report by Dr Carlton Brand which contains exempt information in relation to item 9 above.

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

DRAFT MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 16 September 2014.

Cllr Keith Humphries	Cabinet Member for Public Health, Protection Services, Adult Care and Housing (exc strategic housing)
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economic Development, Skills and Strategic Transport
Cllr Jane Scott OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services)

Also in Attendance: Cllr Christine Crisp, Cllr Richard Gamble, Cllr Jon Hubbard
Cllr Julian Johnson, Cllr Simon Killane, Cllr Gordon King
Cllr Magnus Macdonald, Cllr Bill Moss and Cllr Philip Whitehead

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

81 **Apologies**

All Cabinet members were present.

82 **Minutes of the Previous Meeting**

The minutes of the last Cabinet meeting held on 22 July 2014 were presented.

Resolved:

That the minutes of Cabinet held on 22 July 2014 be approved as a correct record and signed by the Leader.

83 Declarations of interest

No declarations of interest were made.

84 Leader's announcements

The Leader made the following announcements:

(a) Tara Hall

The Leader welcomed Miss Tara Hall to the meeting. Tara was a care leaver who had previously made a presentation to full Council in May 2014 based on a speech she had given at a national conference in October 2013. Her speech had explained her experiences of being a looked after child. Tara attended the meeting as she was shadowing the Leader to gain an insight of working in a local authority setting.

(b) The Big Walk – 13 September

The Leader, together with Cllr Jon Hubbard, thanked all those who had participated in the inaugural Big Walk. The Walk had been organised to support two charities, Hope for Tomorrow, bringing cancer care closer to home and Melksham Extended Services, providing counselling support for young people.

(c) Aspire Centre for Looked After Children

With the Leader's consent, Cabinet member Cllr Laura Mayes referred to the recent visit by the Children's Minister to the Aspire Centre for looked after children. The children were involved in showing the Minister around the Centre. It was noted that help from members would be greatly appreciated in various forthcoming projects including a camping event. Cllr Mayes thanked Karen Reid, the Council's Head of Service for Virtual Schools for organising such a successful visit.

85 Public participation and Questions from Councillors

The Leader reported receipt of a question from Mr Andrew Hall of Martingate Centre Ltd to which Cabinet member, Cllr Toby Sturgis responded. The question centred on asking Cabinet to confirm whether it wished to retain or sell Corsham Mansion House and Library. A copy of the question and response are available on the Council's website along with the agenda for this meeting, was made available at the meeting and attached to the signed copy of these minutes.

Mr Hall further asked how long it would take for the Council to clarify its intended use for the property. Cllr Sturgis reiterated that this was very much linked to the emerging Strategic Economic Plan for Wiltshire and the outcome of future Government bidding rounds.

The Leader reminded those present that she would as usual, be happy for them to express their views on any items on the agenda by indicating they wished to speak.

86 Capital Assets Committee held on 22 July 2014

Resolved:

That the minutes of the Cabinet Capital Assets Committee dated 22 July 2014 be received and noted.

87 Public Health Annual Report 2013/14

In accordance with the Health and Social Care Act 2012, Cabinet member, Keith Humphries invited Maggie Rae, Corporate Director, in her capacity as Director of Public Health to present the Annual Report for Public Health for 2013/14.

Public health, transferred from the National Health Service and was now embedded within local government and completely based on the needs of the local population. Whilst acknowledging that there was always room for improvement, Maggie Rae commented that generally speaking the report was very positive and documented the various initiatives in place to improve the health of the local population. It was noted that during the period of the Annual Report, a number of challenges had had to be overcome, most notably twelve weeks of flooding when public health had been at the heart of the response as well as a measles outbreak. There continued to be very constructive partnership working with the NHS, Clinical Commissioning Group and hospitals.

The meeting noted how well and how quickly the public health team had integrated within the Council and Maggie Rae thanked the Council for the very warm welcome received by the public health staff.

Cllr Jon Hubbard welcomed the document and congratulated the public health team on all it had achieved. He did however comment that the document would benefit from including comparative figures and information in order to assess and measure progress and performance to put the success stories in context.

Maggie Rae explained that a technical document which documented this information was available and undertook to link this to the Annual Report on the Council's website and circulate it to Cabinet members. Cllr Tonge noted that this had also been raised at Scrutiny where a similar undertaking had been given.

Resolved:

That Cabinet notes the Public Health Annual Report 2013/14.

Reason for decision

To formally present the Annual Report to Cabinet and provide an opportunity to express any views.

88 Wiltshire Mental Health and Wellbeing Strategy - Draft for information prior to consultation

Cabinet member Cllr Keith Humphries presented a report which updated Cabinet on the progress of the Wiltshire Mental Health And Wellbeing Strategy and the plans for its consultation process.

The draft Strategy as presented would provide the strategic direction for Wiltshire Council and NHS Wiltshire Clinical Commissioning Group (CCG) in promoting mental health and wellbeing and supporting people with mental health problems and their carers over the next 7 years.

The aim of the strategy was to create environments and communities that would keep people well across their lifetime, achieving and sustaining good mental health and wellbeing for all.

Subject to Cabinet's approval, it was proposed to commence consultation on the draft strategy on 10 October, thereby linking it to the world mental health day and would run to January 2015. The Strategy would be considered by the Executive Committee of the CCG, the Health and Wellbeing Board and the Health Select Committee.

Cabinet member, Cllr Laura Mayes asked about references within the document to children. Corporate Director Carolyn Godfrey explained that the document set out the expectation to have regard to the impact on children and safeguarding issues. Corporate Director, Maggie Rae acknowledged that there was separate documentation in respect of children which would be appropriately aligned. Maggie Rae also referred to the often overlooked basic ways of improving the mental health and wellbeing of children.

Cllr Keith Humphries thanked members for their contributions to the debate on this item which would be taken forward as part of the feedback during the consultation process. He also asked members to encourage people to engage in the consultation process.

Resolved:

- (a) That Cabinet approve the draft strategy and the proposed consultation process.**
- (b) That the comments made during the debate on this item be included as part of the feedback during the consultation process.**

Reason for decision

To ensure that Cabinet are aware of the content of the draft strategy and the proposed consultation in advance of the consultation launch.

89 Better Care Plan Fast Track and 100 Day Challenge

The Leader presented a report which updated Cabinet on the development of Wiltshire's Better Care Plan, the Fast Track process and the progress in implementing elements of the Plan. This included the Systems Review of the out-of-hospital system and the 100 Day Challenge.

The outcome of the Government spending review published in June 2013 included the announcement that a sum totalling £3.8 billion nationally would be allocated to a single pooled budget for health and social care services to work more closely together in local areas based on an agreed plan between the NHS and the Local Authorities. This money was now referred to as the Better Care Fund (BCF).

The BCF was a mandatory pooled budget intended to support and deliver integrated health and social care services; this would be introduced nationally in 2015/16. The Better Care Fund was not new funding for the health and care system but made up of elements of existing clinical commissioning group (CCG) and local authority budgets.

In Wiltshire, the total BCF budget in 2015/16 was £27.0 Million. The national expectation was that this funding be used to develop integrated services which would reduce the need for hospital care and protect the existing level of social care services.

The Wiltshire Health and Wellbeing Board had signed up to an initiative called the 100 Day Challenge. This was a system-wide approach, starting from 1st September, with the aim of reducing the number of attendances and admissions for frail elderly patients in Wiltshire and reduce the amount of time they spent in hospital. The 100 Day Challenge would provide an opportunity to test the new schemes on a practical level to identify and alleviate any barriers.

Cllr Jon Hubbard whilst welcoming the report questioned why it stated that there were no direct safeguarding implications. He suggested that it might have been

more appropriate to state that there were complex safeguarding implications which would be assessed and addressed. Maggie Rae confirmed that the safeguarding section of reports was written by safeguarding leads. In this case, it was more about referencing whether what was being proposed should change the approach to safeguarding. Officers would of course, continue to work closely with the Safeguarding team.

Resolved:

That Cabinet note the progress in becoming a national “Fast –tracked” Better Care Plan and the progress in implementing elements of the Plan.

Reason for decision

To keep Cabinet informed of the partnership work in delivering better health and social care for people in Wiltshire

90 **Insurance Services Tender**

🔑 Cabinet member Cllr Dick Tonge presented a report which set out the options available to the Council following the end of the current insurance services contract on 1st April 2015.

Cabinet was asked to determine whether to continue to purchase Insurance cover with a third party provider or whether to cover the full costs of all insurance claims and costs to repair damage to the Council’s own property from its own financial resources.

Details of the terms of the existing contract were presented, along with the options now being considered, namely, buying Insurance cover from a third party provider or to self insure.

Resolved:

- (a) To continue with insurance cover with a third party provider.**
- (b) To delegate the decision on which lots to procure and which to self insure to the Cabinet Member for Finance and the Associate Director for Finance.**

Reason for decision

Not having insurance cover in place would expose the Council to significant financial risk.

91 **Report on Treasury Management Strategy 2013-14 - First Quarter ended 30 June 2014**

Cabinet member Cllr Dick Tonge presented the quarterly Treasury Management Report which covered the first quarter of 2014/15, ending 30 June 2014.

The report reviewed management actions in relation to:

- a) the Prudential Indicators, Treasury Management Indicators originally set for the year and the position as at 30 June 2014;
- b) other treasury management actions during the period; and
- c) the approved Annual Investment Strategy

Cllr Tonge guided members through the quarterly report and together with Michael Hudson, Associate Director for Finance, answered member's questions.

Resolved:

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

Reason for decision

To give members of the Cabinet an opportunity to consider the performance of the Council in the period to the end of the quarter against the parameters set out in the approved Treasury Management Strategy for 2014/15. This report is a requirement of the Council's Treasury Management Strategy.

92 **Revenue Budget Monitoring Period 4 2014/2015**

Cabinet member, Cllr Dick Tonge presented a report which advised members of the revenue budget monitoring position as at the end of Period 4 (end of July 2014) for the financial year 2014/2015 with suggested actions as appropriate.

The forecasts suggested a £1.770 million overspend if no further action was taken. This was 0.5% of the Council's net budget. The purpose of budget monitoring was to identify such risks in order to allow management to address issues.

Action was currently being assessed to identify areas where savings could be made. An updated position would be reported in the next budget monitoring report to Cabinet in December. It was forecast that a balanced budget would be achieved by 31 March 2015. The Housing Revenue Account (HRA) was forecast to be underspent by £0.5 million. The year-end general fund reserves balance was projected to be £10.965 million. This was in line with the council's financial plan and recommendations by the Section

151 Officer.

Cllr Tonge guided members through the report and the detailed financial information and together with Michael Hudson, Associate Director for Finance responded to members' questions.

Resolved:

That Cabinet note the outcome of the period 4 (end of July 2014) budget monitoring, and approve the transfer of £3.2 million to Learning Disabilities from repayment to General Fund Reserves.

Reason for decision

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

93 Climate Local Initiative

Cabinet member Cllr Toby Sturgis presented a report which recommended that the Council became a signatory to the Local Government Association's Climate Local initiative, which would replace the Nottingham Declaration on climate change. The report also provided an overview of progress made in tackling climate change since the Council signed the Nottingham Declaration in 2009.

Views were expressed to the effect that the document was better and far more detailed than the Nottingham Declaration. A contrary view was however, also expressed that whilst there was agreement on the concept, the signing of the document would be a step back from the Nottingham Declaration.

Resolved:

That Cabinet:

- (a) agrees that the Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property and Waste signs the Climate Local initiative on behalf of the Council and that the action plan at Appendix 1 as presented be published on the council website;**
- (b) notes the significant progress made since signing the Nottingham Declaration on climate change and**
- (c) notes council activity to tackle fuel poverty and promote low carbon technologies and encourages further public engagement on this matter through the Area Boards.**

Reason for decision

Climate Local is a Local Government Association initiative to drive and support council action on climate change. The initiative is the only one of its type in England and is the successor to the old Nottingham Declaration on Climate Change which Wiltshire Council signed in 2009.

By signing up to Climate Local, councils across the country are capturing the opportunities and benefits of action on a changing climate, through leading by example, saving on their energy bills, generating income from renewable energy, attracting new jobs and investment, reducing flood risks and managing the impacts of extreme weather. Full details of the reason can be found in the report to Cabinet available on the Council's website.

94 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 am - 12.05 pm)

These decisions were published on the 26 September 2014 and will come into force on 6 October 2014
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The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail yamina.rhouati@wiltshire.gov.uk
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CABINET CAPITAL ASSETS COMMITTEE

MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 16 September 2014.

Cllr Fleur de Rhé-Philippe	Cabinet Member for Economic Development, Skills and Strategic Transport
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform

Also in Attendance: Cllr Keith Humphries
Cllr Jonathon Seed
Cllr Stuart Wheeler

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

27 Apologies and Substitutions

All members were present.

28 Minutes of the previous meeting

The minutes of the meeting of the Capital Assets Committee held on 22 July 2014 were presented. In response to a question from a member of the public regarding accuracy, Councillor Sturgis stated that he was content that the minutes accurately reflected what was said. The meeting noted that minutes are not a verbatim record but are a summary of the discussion ahead of formal recording of decisions.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 22 July 2014.

29 Leader's Announcements

There were no leaders announcements.

30 Declarations of interest

There were no declarations of interest.

31 Public Participation and Questions from Councillors

The Leader reported receipt of a question from Mr Andrew Hall, of Martingate Centre Ltd, concerning the disposal of the Corsham Mansion House and Library at Corsham. A copy of the question and the response, by Councillor Toby Sturgis, were circulated as a supplement to the agenda on the 16 September and available online with the agenda papers.

In supplement to the question, Mr Hall expressed his willingness to support and encourage activity in Corsham and his desire to work to that end. He further added that he hoped that the process to bring the building into use would not take too long.

The Leader, Councillor Jane Scott, responded that the Council wished to see the matter resolved in the interests of the people of Corsham, so that the building could be brought back into use as soon as was practicable.

32 Capital Monitoring Period 4 2014/2015 (as at 31 July 2014)

Cllr Dick Tonge presented the report to inform Cabinet on the position of the 2014/2015 Capital Programme as at Period 4 (31 July 2014), including highlighting budget changes. A budget monitoring report to members will now be taken to Members quarterly in September, December, February and June. This report focuses on major variations in budget.

In his presentation, the meetings attention was drawn to the variation of £39M which was due to rescheduling of expenditure through the years. Further reference was made to the breakdown of the amendments to the original budget summarised in the report. to Para 3, range of differing movements.

It was stated that these budget additions largely reflected increases in funding being made available and brought into the programme under the Chief Financial Officer delegated authority. These largely comprised of additional grants from Central government, Section 106 contributions, revenue contributions towards capital expenditure and other contributions used to finance capital spend within the capital programme.

Resolved:

- a) To note the general budget additions for grants, revenue contributions and other contributions of £10.824 million as per Appendix B and to note the Period 4 position of the Capital Programme in Appendix A; and
- b) To note the reprogramming of £13.801 million between 2014/2015 and 2015/2016

33 Council House Building Programme

Key Cllr Keith Humphries, Cabinet Member for Public Health, Protection Services, Adult Care and Housing, presented the report which sought to gain delegated approval to deliver a programme of around 240 new council homes across Wiltshire to meet identified need using council owned land and funding from a range of sources including housing revenue account (HRA) reserves and borrowing, right to buy receipts, commuted sum funding and grant funding secured from the Homes and Communities Agency (HCA), Department of Health (DoH) and other funding bodies.

Attention was drawn to the funding streams are outlined in the report, in particular Housing revenue account (HRA) funding, and the fact that land is restricted to use for affordable homes. It was planned that funding and land could be used to lever in additional resources, such as grant funding, to enable the delivery of approximately 240 new council homes to meet identified need between 2015 and 2020.

The Leader noted that further discussion of the matter would be held in Part II of the meeting, as some of the information was of a commercially sensitive nature, and there being no questions from the public deferred discussion of that item to Part II.

34 Urgent items

There were no urgent items.

35 Exclusion of the Press and Public

Resolved:

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


withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking the item in private:

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

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

36 **Council Housing Building Programme**

 The meeting considered the report, including the appendix exempt from publication.

Resolved:

to delegate authority to the Associate Directors responsible for housing and finance and the Corporate Director responsible for assets in consultation with the Cabinet Member for Public Health, Protection Services, Adult Care and Housing (excluding strategic housing), the Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property and Waste and the Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform to approve:

- a) The use of sites in Appendix 1 for affordable housing with delegated authority to substitute alternative sites of similar value as appropriate.**
- b) Any appropriations necessary pursuant to s122 LGA 1972 to ensure that the sites in a) are held by the Council for housing purposes.**
- c) Use of funding for affordable housing as detailed in Appendix 1 with delegated authority to substitute different funding streams as required.**
- d) Entering contracts for consultants, construction and other elements of the project to enable the delivery of around 240 new homes within the funding parameters identified in Appendix 1.**
- e) Entering funding agreements with HCA/CLG/DOH as required to secure the grant funding and borrowing approval required.**

Reasons for decision:

There are more than 20,000 households on the council's housing register of which 11,000 households are assessed as in housing need. There is also a

growing older population within Wiltshire and demands on health and social care services are increasing. In line with the council's business plan, it is a priority to enable people to remain living independently within their communities.

The council has the opportunity to assist with addressing these needs through the delivery of new council housing suitable for use as a home for life in communities across Wiltshire. These homes will add to the affordable homes delivered through planning agreements and with our Housing Association partners

(Duration of meeting: 2:00 – 2:34)

These decisions were published on the 19 September 2014 and will come into force on 29 September 2014

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CABINET TRANSFORMATION COMMITTEE

DRAFT MINUTES of a MEETING held at KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 16 September 2014.

Cllr Jane Scott OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services)
Also in Attendance:	Cllr Keith Humphries Cllr Fleur de Rhé-Philippe Cllr Toby Sturgis Angus Macpherson, Police and Crime Commissioner Dr Stephen Rowlands, Clinical Commissioning Group

21 Apologies and Substitutions

Apologies were received from Chief Constable Pat Geenty, Wiltshire Constabulary, and Deborah Fielding, Clinical Commissioning Group.

22 Minutes of the previous meeting

The Committee considered the minutes of the meeting held on 17 June 2014.

Resolved:

That the minutes of the meeting held on 17 June 2014 be approved as a correct record and signed by the Leader.

23 Leader's Announcements

The Chair stated, that with the consent of the meeting, that the presentation regarding Disposals would be brought up the agenda.

24 Declarations of Interest

There were no declarations of interest.

25 **Public Participation and Questions from Councillors**

It was noted that no requests for public participation had been received. The Leader did however explain that, as usual at meetings of Cabinet and its committees, she would be more than happy to hear from any member of the public present on any of the items on the agenda for this meeting.

26 **Disposals**

Sarah Ward, Head of Asset Management, gave a presentation regarding property disposals. The Council had made good progress in meeting its targets for asset disposal. Some assets, marked for disposal, may be reviewed as they may be used to further other priorities. A number of assets, valued together at £5.8m, had been retained for investment or alternative uses. Following a request from Councillors, officers agreed that more information could be provided on the split between those properties held for investment and those held for alternative use.

Further opportunities remained in areas such as: farm assets, community centres and commercial properties. These matters were scheduled to be considered by a future meeting of the Cabinet Capital Assets Committee. Officers were encouraged to continue to work with partners, particularly Health and Fire authorities, to maximise the opportunities to share resources.

The meeting was informed that the Council had exchanged contracts on the Shurnhold, Melksham site, and that the Middlefield, Chippenham site was on the market.

The meeting was informed that the Capital Assets Committee had previously agreed to develop the former depot site at Coombe Bissett for the building of 3 affordable housing units. However, based on a reassessment of housing need in the area, a planning application for 4 affordable housing units, comprising of 2 houses and 2 flats had been submitted. The development would encompass the same footprint as the original proposals.

The Committee thanked Sarah Ward for her presentation, and noted the update regarding the Coombe Bissett site.

Resolved:

To:

- a) Thank Sarah Ward for her presentation;
- b) Note the update regarding the Coombe Bissett site; and
- c) Request a further breakdown of the £5.8m be circulated to Members regarding the split between those assets classified as 'Investment' and 'Alternative Use'.

27 **Customer Journey**

Kate Beckinsale-Smith, Systems Thinking lead on customer access, gave a presentation on a strand of work looking at the customer journey linking Revenues and Benefits, Housing options and customer services. Officers had collected data to find out who the customers were, how they were accessing services and information from the Council and the purpose of their interactions.

Using this information, it would be possible to design services to reduce duplication of effort, improve customer experience and reduce costs. The presentation illustrated this with a case study: it showed how a customer on the Housing Needs Register had to contact the Council repeatedly resubmitting the same information.

It was noted that some face to face contact took place with internal customers, for instance officers seeking directions to meeting rooms from reception staff, and that some thought should go into how this could be reduced.

The Systems Thinking team were also contributing to other service reviews to help improve customer access and were linking to improvements in digital services and transactional services. With regard to digital services, it was noted that officers were working to reduce the amount of information online to make it easier for the public to find what they need, and to improve the ease with which payments could be made online. In response to a question from Councillors, officers stated that data was already being collected from the new Corsham Hub which should enable them to improve customer access.

Resolved:

To:

- a) Thank Kate Beckinsale-Smith for her presentation.
- b) Request officers to address the relatively high number of internal business requests on Customer Services staff.

28 **Police Integrations and Next Steps**

The Committee received a presentation from Julie Anderson-Hill, Head of Transformational Change and Health Co-ordinator, on Police Integrations and next steps including an update on Bourne Hill and the Adult Disability Service based in Ashton Street.

The presentation focused on the design of the new facilities, available at County Hall, and how they had been developed in consultation with Adult Disability Service users. Officers were pleased that, by working closely with users, they had addressed people's concerns. It was hoped that the facilities would be flexible enough to be available to the wider public, including out of normal office hours. The facilities were also closer to a range of amenities, such as the

library, park and shop, which would enable users to access them more easily. It was important to place this in the heart of the community. Officers would continue to engage with the community, so that they were aware of the changes: tours and displays were being arranged to further this aim. Councillors were pleased to see that the new facilities would be open before the old facilities were closed.

Resolved:

To:

- a) Thank Julie for her presentation;
- b) Request that information regarding the Ashton Street, Trowbridge project be shared in the Corsham Area to address concerns regarding a similar project.

29 **Project and Programme highlight report**

Peter McSweeney, Portfolio Manager from the Programme Office, presented a highlight report on projects and programmes for the period to the 31st August 2014. The meeting confirmed that it was happy with the format of the report and that the team was well placed to link with other projects.

Resolved: to note the report.

30 **Systems Thinking Programme highlight report**

John Rogers, Head of Systems Thinking and Customer Access presented a report which detailed the position of the systems thinking programme as at 31 August 2014. The Clinical Commissioning Group were thanked for the space provided to staff working on the Better Care project, and work was ongoing with GPs and community health staff to better integrate services.

Resolved: to note the report.

31 **Urgent Items**

There were no urgent items.

(Duration of meeting: 15.00 – 16.30)

These decisions were published on the 26 September 2014 and will come into force on 6 October 2014
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Wiltshire Council

Cabinet

7 October 2014

Subject: **Actions to recruit and retain social workers**

Cabinet member: **Councillor Stuart Wheeler**
 Support Services (HR, Legal, ICT, Business Services)

Key Decision: **No**

Executive Summary

The purpose of this report is to provide Cabinet with an update on all of the actions being taken and planned to improve the recruitment and retention of social workers across the council following the agreement of CLT on 23 June to pay market supplements to specific social worker roles.

Proposal

That cabinet note and support the actions being taken and planned to recruit and retain social workers in operational children's services and adult social care.

Reason for Proposal

To improve the recruitment and retention of experienced social workers and social work managers.

Corporate Directors: Dr Carlton Brand, Carolyn Godfrey and Maggie Rae

Wiltshire Council

Cabinet

7 October 2014

Subject: **Actions to recruit and retain social workers**

Cabinet member: **Councillor Stuart Wheeler**
 Support Services (HR, Legal, ICT, Business Services)

Key Decision: **No**

Purpose of Report

1. The purpose of this report is to provide Cabinet with an update on all of the actions being taken and planned to improve the recruitment and retention of social workers across the council following the agreement of CLT on 23 June to pay market supplements to specific social worker roles.

Relevance to the Council's Business Plan

2. One of the council's three priorities in the Business Plan 2013 – 2017 is to protect the most vulnerable in Wiltshire's communities. Social workers and social work managers have a key role in delivering that priority which means being able to recruit and retain high calibre staff in these roles is critical to delivering the principles and actions that will ensure that we meet this priority.

Background

3. As outlined in the report to cabinet titled "Payment of Market Supplements to Social Workers and Social Work Managers" dated 22 July 2014, there are currently recruitment difficulties nationally in respect of social workers, particularly in respect of experienced practitioners. A report published by the Policy Exchange in June 2013, Reforming Social Work, surmised that the supply of social workers will not equal demand until 2022 due to a discrepancy between the supply of newly qualified social workers (NQSW), where the statistics show that many are unable to secure employment, and the limited availability of experienced practitioners.
4. There have been difficulties in recruiting experienced social workers and social work managers across both adults and children's services within the council, and as outlined previously the most significant difficulties are currently within operational children's services, and there is also evidence of current recruitment difficulties in team leader and some experienced social worker roles in adult care operations.

5. Strategies to recruit social workers and social work managers have been in place since December 2012 with HR working closely with operational managers within children's services and adult care operations to try and improve the situation. As well as on-going recruitment advertising on the council's careers website throughout the period, and attendance at careers fairs, a joint targeted advertising campaign for social work recruitment with children's services and adult care operations ran from November 2013 to April 2014 with some success. However despite this campaign, and the on-going advertising of vacancies, there are still a high number of agency workers in senior practitioner and manager roles in operational children's services, and a number of team leader and level 3 social worker roles remain vacant in adult care operations.
6. As a result of this CLT agreed proposals to pay market supplements to specific social worker roles in the safeguarding and MASH teams in children's services and provided the option for these supplements to be extended to other social work roles in other areas of children's services and within adult care operations where there is evidence of significant difficulties in recruiting. Cabinet were asked to note this decision at their meeting on 22 July 2014.
7. In the report to cabinet in July it was acknowledged that whilst the payment of market supplements was agreed on the basis that pay may be a clear driver in attracting candidates to apply for posts, research says that other factors have a bigger impact on whether a candidate accepts a job offer and whether they stay with an organisation. Other factors include development opportunities, career progression, workload, work life balance and access to flexible working. It was concluded that this approach will only work if the other factors affecting retention are managed effectively.
8. As a result an action from the meeting on 22 July 2014 was to provide cabinet with a report outlining the other actions taking place and planned to improve the recruitment and retention of social workers across the council.

Main considerations

Recruitment – action taken and in place

9. As outlined already strategies to recruit social workers and social work managers have been in place since December 2012 with HR working closely with operational managers within children's services and adult care operations to try and improve the situation.
10. Both adult care operations and children's social care attended two community care live events in 2013 and 2014, with significant support from HR. These events were an opportunity for the council to profile itself and to signpost prospective candidates to the vacancies available. Attendance at these events highlighted that the council's profile within the social work community is not high. The location of the county was unclear, as was the lifestyle on offer. A careers stand enabled face to face discussions with a wide range of social workers about the council, its location and the working environment on offer. It was the feedback from the event attended in 2013 that led to the development of a targeted advertising campaign

that launched in November 2013, which focused on the lifestyle on offer in Wiltshire.

11. This joint advertising campaign for social work recruitment ran from November 2013 to April 2014 with some significant success, particularly in relation to the recruitment of NQSW's, with 20 job offers being made in children's services. The success of the advertising campaign in respect of NQSW's will now enable the development of effective succession plans and build future capacity in the service. Both services now have a number of NQSW's, each requiring significant supervision and support, but as a result of the success in recruiting NQSW's in 2014 a more structured approach to the recruitment of NQSW's is planned for 2015, with a focussed campaign to recruit in March and September 2015.
12. Despite this campaign, and the continued advertising of vacancies on the council's careers website since April, there are still currently a high number of agency workers in social work and social work manager roles across children's and adult services. This continued reliance on agency staff this needs to be considered alongside an increase in the establishment within operational children's services, and a period of sustained performance management activity within the service which saw a number of experienced social workers leave. The aim has been to recruit and retain only the quality candidates and staff, but this means high volume recruitment into these roles is more challenging.
13. The council is aware that a majority of local authorities are having difficulty in recruiting experienced social workers and this is supported by a range of research about the recruitment and retention issues associated with social work. We are aware that neighbouring authorities are running rolling recruitment campaigns, and this has led to strong competition for resources available for both permanent and temporary roles in a shrinking pool, with hourly rates being the key driver in being able to recruit temporary staff.
14. As outlined already social worker vacancies have continued to be advertised on the council's careers website, and the social care recruitment microsite has remained live since the targeted campaign ended in April 2014. This has generated a steady flow of applications and therefore recruitment interviews and appointments, where suitable candidates have been found. Since April 2014 there has been 210 applications received, from which there have been 25 job offers and 23 hires.
15. Continued pressure on the services, specifically in the safeguarding and assessment and MASH teams within operational children's services, and the continued reliance on temporary agency staff, has led to a further advertising campaign to recruit to specific posts in children's services. This campaign has been live since the end of August 2014. This has included an update of the social work recruitment microsite to feature vacancies in operational children's services only, as well as an update of information about the teams within the service, the benefits of working at the council and new staff profiles from social workers within the service. Adverts are in the Guardian and Community Care (on line), as well as Facebook, Twitter and LinkedIn. There has also been some investment in optimising the search engines to ensure social worker vacancies appear at the top of any job search results.

16. As well as the steps taken to recruit permanent social work staff in both children's and adult services the reliance on agency workers has continued. However these staff are in short supply due to the competition locally for these resources. HR are working closely with Comensura to source the best candidates, and this has included increasing the hourly rate for roles in safeguarding and MASH in children's services aligned with the market supplements now being paid to permanent staff in these areas. No recruitment agencies have been approached outside the Comensura framework, as all reputable agencies that are able to supply social workers are now on the framework. It is anticipated that this is likely to continue but the reliance should reduce over the next 6 – 12 months as a more targeted recruitment campaign takes hold.

Recruitment – future plans

17. Work to develop a bigger and more targeted campaign for both operational children's services and adult social care operations is also underway. This campaign will run into 2015 and will include alternative ways of advertising social worker vacancies. This campaign is being developed with Penna, the council's recruitment advertising agency, and will include a significant financial investment. The campaign will launch in October 2014.

18. The campaign being developed includes a number of approaches, some based on traditional recruitment advertising and others are new approaches not used by the council before. The approaches include:

- Networking on social media. This will include discussions on professional networks and in social work forums (including Community Care, The Guardian and British Association of Social Work). Social workers, managers, the L&D leads and members of the council's recruitment team have been trained to use social media. These staff will be interacting with social workers and social care professionals via professional networks and discussion forums, as well as contributing to a Wiltshire Council careers blog to raise the profile of the council, and to bring the working environment and culture to life as well as the opportunities available. The aim is to signpost potential candidates to a new recruitment microsite, and this will start prior to the launch of the campaign in October 2014.
- The social work recruitment microsite used in the last campaign will be redesigned to include elements of the council's new employer brand (which focuses on the new ways of working and what the council has to offer in terms of flexibility, benefits and culture), video profiles of a range of council staff, including the associate directors and some social workers and managers, photographic or video profiles of service users outlining their experience of the services and a virtual tour of a hub to demonstrate the facilities and working environment on offer. In addition council initiatives including ASPIRE will be included to showcase our services.
- A sponsored themed week in The Guardian across the Social Care Network (online). This will include three editorial pieces about the council and a

question and answer editorial and this will launch the campaign. There will also be live follow up question and answer session on the social care network at a later date during the campaign.

- Enhanced job listings and job matching for social care roles in The Guardian (online) for six months (this includes up to four roles per month).
 - 600k banner impressions across the Social Care Network in The Guardian to help with signposting and directing social workers to the social work recruitment microsite. (This will run for six months, with 100k of banner impressions per month)
 - A double page spread advertorial in Community Care's 2014 Careers Guide, which is an investment over 12 months as this digital publication remains available on jobsite and editorial site, giving year-long exposure to an audience of over 300,000 active and passive jobseekers. This will be a content heavy advert that will appear as editorial content to engage the reader.
 - A sponsored feature in Community Care is planned for January 2015, depending on the success of the initial three months of the campaign. This feature will be live for 2 weeks and will include an editorial about the council.
 - Job listings on Community Care following the sponsored feature, these listings will run for 3 months from January 2015, and will continue if vacancies remain.
 - Targeted banner advertising on the Community Care editorial site. These will run for 3 months from January 2015 and will continue if vacancies remain.
 - Careers pages will be developed on LinkedIn, Facebook and Twitter for launch in January 2015 alongside the launch of the council's new employer brand, (which will be used for more general recruitment as well as to support this campaign).
 - Job specific adverts will appear on LinkedIn, Facebook and Twitter
 - Pay per click adverts across a range of relevant blogs (those read and visited by experienced social workers locally and nationally) and ensures job vacancies are promoted to non-active job seekers.
 - On-going optimisation of on-line sites, this will ensure potential job seekers are driven to the councils social work recruitment microsite and job vacancies by using keywords and recruitment marketing in job search engines, and will ensure Wiltshire vacancies are listed first in search results. This includes Indeed Jobs, Google Advertising and the use of Ad pepper (a digital marketing service).
19. As outlined already in paragraph 11 there are also plans for a more structured and focused campaign to recruit NQSW's in 2015. The success in operational children's, services, as a result of the recruitment campaign earlier this year, has

highlighted opportunities to build future capacity across both children's and adults services to support effective succession planning. Two intakes are planned in March and September 2015 with the aim of recruiting the most talented from this pool of candidates. The council already has robust processes in place to support these staff and further investment in a Wiltshire social work "academy", due to launch in September 2015, will also support this activity.

20. Alongside all current and planned recruitment activities all vacancies will continue to be advertised and promoted internally with the aim of recruiting permanently some of the high performing current agency staff. In addition agencies who supply experienced social workers via the Comensura framework are being asked to supply CV's of experienced social workers looking for permanent employment. This was an action that took place during the last campaign with no success, but agencies are being informed of the market supplements and further attempts are now being made to recruit via these agencies.
21. Consideration is also being given to the use of a virtual team of social workers via an organisation called Skylakes. This organisation is a delivery arm of Sanctuary, an agency used via the Comensura framework for the supply of temporary social workers. Skylakes are preparing a proposal to provide the safeguarding & assessments teams within operational children's services with an externally managed team of social workers to support the teams in progressing cases to create capacity whilst the recruitment campaign takes hold. This service has been in place recently in Buckinghamshire, Norfolk, Coventry and Hillingdon to clear a backlog of cases in those councils.

Retention

22. Despite the current difficulties in recruiting social workers recent data show that the council is able to retain staff in these roles, with the average length of service of directly employed social workers in children's operational services and adult social care being 7 years and 6 years respectively. The data also shows that the average length of service of directly employed social workers who have left the council is 8 years and 9 years respectively (based on leavers since January 2013). This data suggests that where we are able to recruit staff in social worker roles they stay. However the issue is the inability to attract candidates to apply for permanent roles, and this means the retention of our permanent staff is now more critical than ever.
23. A report in 2013 by Mary Baginsky (Senior Research Fellow at King's College London) titled Retaining Experienced Social Workers in Children's services: The Challenge Facing Local Authorities in England identified the factors most closely associated with retaining experienced social workers. As well as workload, pay and working conditions these include a positive workplace culture, supervision that addresses both organisational and professional requirements and opportunities for professional and career development.

Service initiatives and actions

24. Within social care professional supervision is a vital part of support and has elements of coaching within it, especially within reflective supervision. As outlined

in the Baginsky report good professional supervision and support is a key factor in retaining staff. It provides a safety net, the opportunity to explore and check out practice in difficult cases as well as providing management oversight.

25. All staff in both children's and adult services receive regular supervision in line with the council's policy and professional best practice. There has been recent emphasis on reflective supervision for all staff and managers are currently undergoing a series of mandatory, commissioned training days in providing and recording reflective supervision. Reflective supervision has been highlighted as a best practice approach in recent Ofsted inspections at other local authorities.
26. A principal social worker (PSW) has recently been appointed in both children's and adult services. The role of the PSW's is to promote and develop standards in social work and social care, including support and development for the workforce with a focus on succession planning. The PSW's will work very closely with learning and development, sharing the aims and responsibilities in retaining and developing staff. A close alliance between the PSW's and the learning & development team will help to construct appropriate, relevant, targeted training that will support staff in being skilled, knowledgeable and confident at work. Recent Ofsted inspections at other local authorities have highlighted the importance of the role of principal social worker in improving practice and increasing the stability of the workforce.
27. Workloads are closely monitored across both services. Caseload management using the "Mable" system and capacity planning takes place within adult care operations to ensure the team establishments are correct. In children's operational services the on-going difficulties in the recruitment of experienced social workers means that there is pressure on workloads in the safeguarding teams in particular. As a result additional family support workers have been recruited via Comensura to provide social workers with additional support.
28. Social workers across both services have laptops, which enables them to work in any hub as well as remotely, and piloting of the ability to record on tablets and upload to central systems, including carefirst, is taking place. To aid efficiency carefirst has been made far more stable and better performing through enhancements to underlying platform and investment in support team training and skills. In addition there is now an enterprise licence in place which allows unlimited use of carefirst and caremobile, with facilities to improve working with partners through use of an interface. Caremobile for use on tablets is currently being tested and plans for suitable touchscreen devices to run this on are being progressed.
29. Homeworking is available to all staff, and a wider range of working patterns has been approved in adult social care and within the MASH team in children's services. Elements of social work roles can be worked very flexibly, for example recording can be done at any hour because of flexible working and access to technology. However flexible and remote working needs to be balanced with the needs of the business and the duty of care to staff in relation in lone working.
30. Structures in operational children's services have been reviewed and changed to deliver improvements in service delivery, but also to ensure that there is good

visible leadership in place as well as effective peer support. In addition there has been a range of practice improvements, including single assessment, risk tools to assist social workers, significant multi-agency working, with the “team around the child” initiative and the development of an improved early help service in partnership with social workers in the service. In addition the service has introduced practice standards so that social workers have access to clear guidance.

31. The systems thinking team is currently undertaking a review of the traditional model of social work delivery as practised in within operational children’s services with a view to advise on the introduction of the Hackney/Cambridgeshire model which aims to reduce bureaucracy, increase the amount of time social workers spend directly working with families and importantly using a combination of professionals to work as a team. This model has less reliance on professionally qualified social workers and promotes multi-disciplinary working.
32. Within adult social care the services are structured to enable variety. Social workers have the ability to work within teams that provide support to older people, people with a disability, including learning disabilities, as well as in the areas of safeguarding, mental health and hospital social work. Initiatives within the service also add to this variety, including the “Help to Live at Home” initiative which means social workers can work closely with providers with the aim of delivering better outcomes for customers. This is recognised as an innovative approach to support adults and Wiltshire is a leading authority on this. In addition Wiltshire is a beacon council for the Better Care Plan, working with health to integrate services. This initiative will give social workers the opportunity to provide support locally working with GP’s.

Learning & development initiatives and actions

33. Opportunities to learn and development are a key factor in retaining staff. The council has in place a wide range of quality training and development opportunities for all staff, including access to support for professional qualifications and the continuous professional development (CPD) required for all professionally qualified staff. Guidance for constructing a CPD portfolio is now available on The Wire. In addition there are robust induction programmes in place in both children’s and adults services supported by the corporate induction support available from the core learning & development service.
34. To support CPD and career progression there are structured but differing arrangements in place for social workers in children’s and adult’s services, namely
 - a. In children’s services there are formal arrangements to support progression from level 2 to level 3 and 4 and this includes completion of post graduate course including the General Certificate in Professional Practice (GCPP) and the Graduate Diploma in Childcare run at Bournemouth University. The service supports approximately 15 staff a year to complete the certificate programme, and this arrangement has been in place since January 2012.

- b. In adult social care mental health social workers have to become approved mental health practitioners (AMHPs) to progress. The service supports the training of a group of social workers each year to become AMHP's. This structured development is planned by the mental health team and emergency duty team managers. There is a statutory duty to provide sufficient AMHP's and investment in this structured support as well as the provision of development updates and other continuous professional development opportunities ensures this statutory duty is met and that staff are provided with the professional support needed to progress.
35. Career progression in both services is dependent on the opportunities available, so the learning and development focus is in ensuring the staff are in the best position when vacancies arise.
36. In addition to the training and development already outlined training is also available through Wiltshire Pathways which includes a majority of the safeguarding training.
37. In addition to the formal training provided coaching is also available for social workers. Coaching qualifications are available and all staff can access these. In addition external coaching and mentoring is also provided where required. In children's operational services and adults social care operations there are a number of qualified coaches and staff receiving coaching.
38. For newly qualified social workers (NQSWS) there has been stronger focus on the assessed and supported year in employment (ASYE) over recent years, and in January 2014 an ASYE co-ordinator was appointed to support the NQSWS in both children's and adult services in their ASYE. The coordinator has developed a handbook, set up learning agreements, run support groups and is working with managers to ensure the NQSWS receive the additional support that the scheme is designed to provide. The first NQSWS to come through the scheme have just successfully completed their ASYE.

Future plans

39. As this report outlines there is already a wide range of learning and development available as well as structured supervision at a service level to support both personal and professional development of social workers. In addition the council has invested in improving the working environment for all staff with access to new technology and flexible working opportunities, and in a report to cabinet in July a decision to pay market supplements to social worker posts in response to the ongoing difficulties in recruiting and retaining experienced social workers was outlined.
40. Despite of the steps taken, and initiatives already in place and planned it is acknowledged that steps are needed to improve things further by developing clearer career and development pathways to further support staff retention. As a result there are now clear plans in place to develop a social work "academy" within Wiltshire, and the project to develop this is currently being scoped by the programme office. It is envisaged that the academy will be launched in

September 2015, however many of the key features of the academy will be in place much earlier than that.

41. The academy will aim to attract, recruit, develop and retain social workers and meet the standards for employers of social workers in England, which includes a requirement for CPD. The academy will provide an organised programme of learning via learning and development pathways. These pathways will guide new staff and managers through an organised programme of learning and development, from induction to CPD, in order to equip staff with the skills, knowledge and understanding to do their job as efficiently, effectively and confidently as possible. The content of these pathways will be dictated by national standards, local knowledge and practitioner experience.
42. Other steps planned include further development of the ASYE programme to ensure this training is linked to the academy aims, with the provision of further support and guidance for NQSW's.
43. Stronger links with local higher education providers will be developed. The existing links with Bath, UWE (Bristol), Wiltshire College and Bournemouth will continue, with some exciting initiatives possible including opportunities for prospective students to do short placements and/or shadowing of operational social work staff so they can get a better understanding of the role, opportunities for more flexible arrangement and access to course, pre-social work courses (E.g. foundation degree in social work), joint training/lecturing, an organised system for placements and operational social work staff lecturing on programmes.
44. There will also be stronger emphasis on continuous professional development (CPD). All registered professionals need to undertake this, and once a member of staff is competent within their role opportunities to further enhance their knowledge and skills along a clear continuing pathway will be key to effective succession planning. Plans include increased opportunities to access research and a series of learning activities to give experienced staff additional knowledge and skills that will enable them to step up to management and more senior roles.
45. Further steps to support effective succession planning include:
 - a. More targeted promotion of the generic courses available in the corporate management matters portfolio enriched with reflective sessions that link to the social care arena.
 - b. Providing support to existing staff who are keen to train as social workers. This support will be offered through a social work degree to a small number of staff in both children's and adults services.
 - c. Development of a "return to social work" course to attract qualified staff who have not worked as a social worker for a while, and who may need an update before re-applying to re-join the profession.

Other considerations

46. Despite all of the actions being taken and planned it is unlikely that the council will reach a situation where there is a full complement of permanently employed social workers and managers in the short term. As a result HR have been working

closely with Comensura and neighbouring councils to develop a regional forum to improve the quantity and quality of applications through Comensura. This is likely to develop in to a more general recruitment and retention forum, and may involve the development of a south west regional CPD conference.

47. In addition steps have been taken to manage the escalating levels of pay for experienced social workers recruited via agencies. This is a factor that is affecting the ability of all councils to recruit permanent staff so a cap on the hourly rate has been agreed in the region and internal monitoring is taking place to ensure the council complies with this wherever possible. However the recent decision to pay market supplements to social work roles in operational children's services teams (safeguarding & MASH) has resulted in an increase in the hourly rate for agency staff assigned to these teams.
48. The long term aim is to focus recruitment activities on NQSW's so both children's and adult's services will need to have more effective succession planning to enable this and to build the future capacity needed to resolve the on-gong recruitment difficulties. Plans for 2015 include two campaigns to recruit NQSW's in March and September, as these are optimum times for those nearing completion of their qualifications and starting to look for jobs and for those who leave job seeking until after the summer break. Experience from the last campaign demonstrated that the council needs to put itself in a position to recruit the highest calibre of NQSW, and a more focused campaign would support this. The recruitment campaign launching in October 2014 will start to highlight the council's plans to recruit NQSW's next year.

Safeguarding Implications

49. The safeguarding implications are directly related to the ability of the council to recruit and sufficiently experienced social workers and managers to undertake the statutory safeguarding responsibilities of the council.

Public Health Implications

50. A failure to recruit sufficient social workers poses risks to the health and wellbeing of the population and especially the vulnerable.

Environmental and Climate Change Considerations

51. There are no environmental and climate change considerations as a result of the agreed proposals.

Equalities Impact of the Proposal

52. There are no equalities implications as a result of the agreed proposals.

Risk Assessment

53. There is a risk to vulnerable children and adults as a result of the difficulties the council is experiencing in recruiting experienced social workers and social work

managers. This risk means that vulnerable adults and children may suffer harm if steps are not taken to improve the council's ability to recruit.

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

54. The risk is that we will not have sufficient numbers of appropriately qualified and experienced social workers which could mean that vulnerable children and adults may suffer harm.

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

55. There are no risks associated with the actions taking place or planned. The significant risks are associated with the council taking no action to recruit and retain social workers.

Financial Implications

56. In addition to the financial implications outlined in the Cabinet report dated 22 July 2014 and titled "Payment of Market Supplements to Social Worker And Social Work Managers" a budget of £200k has been set aside to pay for recruitment advertising and other recruitment marketing over the next 6 – 12 months, including the recruitment campaign planned for launch in October 2014 outlined in paragraphs 17 & 18.
57. The activities planned will be closely monitored throughout the recruitment campaign that launches in October 2014, and any recruitment initiatives not delivering the required results will be stopped to avoid any unnecessary expense.
58. This expenditure has to be offset against the council's current expenditure on agency social workers as the aim of the recruitment campaign is to reduce the number of agency workers employed and therefore reduce this expenditure.

Legal Implications

59. There are no legal risks associated with the actions being taken or planned other than those outlined in the Cabinet report dated 22 July 2014 and titled "Payment of Market Supplements to Social Workers and Social Work Managers".

Conclusions

60. A wide range of actions have taken place or are currently in process to support the recruitment and retention of social workers, and a number on actions and initiatives are also planned. The actions already in place have delivered some success and it is important that the services invest enough time in maintaining the momentum created from advertising campaigns to prevent skills and experience gaps in the social work workforce in the future.
61. It is accepted that the council will not be in a position of having a fully employed social work workforce in the short term but steps are being taken to build capacity for the future with a longer term aim of having recruitment activities focused on

newly qualified social workers. This long term aim needs focused action now. Work to develop effective succession plans across both operational children's services and adult care operations will be done as part of the development of the social work "academy" and it be important that the services use these plans to ensure the retention of high performing social workers, and ensure these staff have access to the development needed to support effective succession.

Terence Herbert
Associate Director
Operational Children's Services

Carolyn Hamblett
Associate Director (Acting)
Adult Social Care Operations

Barry Pirie
Associate Director
People & Business

Report Author: Joanne Pitt, Head of HR

15 September 2014

Background Papers

None

Wiltshire Council

Cabinet

7 October 2014

Subject: Wiltshire Air Quality Action Plan

Cabinet member: Councillor Keith Humphries, Public Health, Protection Services, Adult Care and Housing (exc strategic housing)

Key Decision: No

Executive Summary

The profile of air quality and health has been rising, both nationally and locally. Consequently, Wiltshire has come a long way in recent years in working towards ways of improving and maintaining good air quality in the County. We have achieved a significant amount of progress under the auspices of the Air Quality Strategy and now need to carry forward this work in an Air Quality Action Plan.

The primary source of pollutants in the Wiltshire Air Quality Management Areas (AQMAs) is produced by vehicle emissions. It is recognised that improving air quality in these specific locations is difficult due to the increased use and reliance on private motor vehicles. Finding solutions is, therefore, a challenge for us all to rise to. For action planning to realise its full potential it is important to work with local communities to generate and implement or influence local solutions.

Many different agencies, services and communities have contributed to the production of this Action Plan, as improvements to air quality can only be achieved by taking an integrated, collaborative approach.

The plan details 17 strategic actions which have been developed in conjunction with service areas such as spatial planning, transport and highways, green economy and public health. The implementation of this plan will work towards achieving the objective for nitrogen dioxide and small particulates. These actions share synergies with many other council policies and strategies notably the Local Transport plan and the emerging Core Strategy.

'Local' actions which are town specific to Bradford on Avon, Calne, Devizes, Marlborough, Salisbury and Westbury have been developed through community engagement. Through this new approach 'community air quality action plans' have been developed for each area with an AQMA. These are integral to the Action Plan but will remain as standalone documents to the Wiltshire AQAP in the appendices to enable them to be 'living' documents that can be amended and updated according to the Area Board's priorities.

Proposals

Cabinet is asked:-

- a) to consider and approve the draft the Wiltshire Air Quality Action Plan (WAQAP) as attached prior to wider public consultation and
- b) to delegate authority to Maggie Rae, Corporate Director following consultation with Cllr Keith Humphries, Cabinet member for Public Health, Protection Services, Adult Care and Housing to approve the final version of the Action Plan for subsequent submission to Defra, in the event that no significant comments are received during the consultation process.

Reason for Proposal

Under the Environment Act 1995 it is a legal requirement to prepare and consult on the Air Quality Action Plan. Cabinet is therefore asked to consider and approve the draft Plan for public consultation. To ensure the consultation is undertaken as wide as possible we would like Cabinet to be fully informed of the Wiltshire Air Quality Action Plan prior to it going out to public consultation and the statutory consultees. In the event that there are no significant comments received during the consultation process, Cabinet is also asked to delegate authority to the Consultant in Public Health to approve the final version of the Plan, for submission to Defra

Maggie Rae
Corporate Director

Subject:	Wiltshire Air Quality Action Plan
Cabinet member:	Councillor Keith Humphries, Public Health, Protection Services, Adult Care and Housing (exc strategic housing)
Key Decision:	No

Purpose of Report

1. To seek Cabinet's approval of the Wiltshire Air Quality Action Plan (WAQAP), prior to wider public consultation and subsequent submission to Defra. The WAQAP is attached as Appendix 1 to this report.

Relevance to the Council's Business Plan

- 2.0 Wiltshire Council has recognised the importance of environmental factors on the health of its residents. The commitment to improving the environment for all residents is encapsulated within common strategic outcomes in the Council's Business Plan 2013 – 2017, the emerging Core Strategy, Health and Wellbeing Strategy, The Local Transport Plan and The Energy Change and Opportunity Strategy and the emerging Green Infrastructure Strategy.
- 2.1 The vision of Wiltshire Council; to create stronger and resilient communities underpins the WAQAP. The local Area Boards with AQMAs have provided the ideal platform for creating local community groups with an interest in improving air quality within their area.

Main Considerations for the Council

3. The adoption of this WAQAP is a key to the Council working towards improving air quality in Wiltshire. This plan sets out the specific measures that Wiltshire Council intends to introduce in pursuit of the air quality objectives. The plan has been developed with local member and community involvement and contains timescales to indicate when the measures will be implemented. The plan contains 17 strategic, Wiltshire wide actions. The plan will also contain 6 individual community air quality action plans which are being developed by the community action plan groups. These will contain town/city specific actions. The progress on implementation of the WAQAP will be reported to Defra on an annual basis.

Background

4.0 Air quality in Wiltshire

Wiltshire enjoys very good air quality in the vast majority of its town and villages. This is perhaps unsurprising given the rural nature of much of county. The areas of concern are very localised and only involve a handful of streets.

4.1 Monitoring of air pollution in Wiltshire has been ongoing for over ten years. The majority of monitoring sites meet the air quality standards and therefore can be considered to pose no risk to health.

4.2 A small number of specific locations have been identified where air quality falls below the required standards and further investigation or remediation is needed.

4.3 Health effects of air pollution

For someone who enjoys good health the levels of air pollution experienced in Wiltshire are unlikely to have any serious effects. However on the rare occasions when air pollution levels are high in some specific locations, some people (with existing health problems) may feel effects such as eye irritation and coughing.

4.4 In Wiltshire road transport is the main source of nitrogen dioxide and fine particulates. Table 1 shows the source of pollution and the health effects from these two pollutants.

Table 1

Pollutant	Source of pollution	Health effects
Nitrogen Dioxide (NO ₂)	Nitric oxides derived predominantly from motor vehicles but also from other combustion and power generation processes.	This gas irritates the airways of the lungs, increasing the symptoms of those suffering from lung disease.
Particles (PM ₁₀)	Wide range of natural and manmade sources such as: road traffic, combustion, brakes and tyres. Agriculture and excavation.	Fine particles can be carried deep into the lungs where they can cause inflammation and worsening of heart and lung disease.

4.5 **Exposure to air pollution**

Air pollution levels vary from area to area and from day to day. Levels of pollution are influenced by a number of factors such as: topography, local pollution sources and weather conditions.

Examples include:

Higher pollution	Lower pollution
Towns in valleys	Towns on hills
In summer, during sunny, still weather and in the winter, cold, still foggy weather	Windy or wet weather at any time of year
Busy roads with heavy traffic next to high buildings.	Rural areas away from major roads and factories

Safeguarding Implications

5. There are no safeguarding implications associated with the WAQAP

Public Health Implications

6. Air Quality has clear health implications and as such small particulates (PM₁₀) is one of the indicators in the Public Health Outcomes Framework. Public Health and Public Protection are working together to improve air quality in Wiltshire through extensive work with the communities and joint projects such as the air quality website and 'Know and Respond' service to warn registered users of poor air quality and to provide health advice. Public Health are members of the community air quality action plan groups and have contributed towards the development of this WAQAP.

Environmental and Climate Change Considerations

7. The WAQAP is a significant piece of work which will help protect the local environment in Wiltshire and have positive impacts environmentally and on climate change. Effective measures to mitigate and adapt to climate change provide clear opportunities to deliver benefits in other areas, for example environmental protection, public health, economic development, transport and resilient communities. The WAQAP impacts on a number of issues shared with the Green Economy Team such as reducing transport related emissions and links to spatial planning
- 7.1 Road traffic is one of the major sources of both greenhouse gas emissions and air pollution. Many of the solutions, including improving sustainable transport networks and green infrastructure, encouraging cycling and walking, and using low-emission vehicles, can help to reduce carbon emissions and to improve air quality. Therefore there are clear benefits to ensuring consistency between strategies and action plans on air quality and on climate change.

- 7.2 Although Carbon Dioxide (CO₂) is not highlighted as one of the pollutants managed by the WAQAP, work to reduce CO₂ by reducing energy consumption will ultimately contribute towards improving air quality. The Green Economy Team are working with the community to reduce the county's carbon footprint. Identifying and developing linkages between the work of the Public Protection, Public Health, Sustainable Transport and Spatial Planning Teams will help to progress projects that can satisfy a number of different environmental objectives.

Equalities Impact of the Proposal

8. Regard has been had to Wiltshire Council's policies on diversity and equality. The WAQAP is classed as being "low relevance" within the Corporate Equality Impact Assessment Framework. However the WAQAP will be applied having regard to legislative duties, council policy and other relevant officer Codes of Conduct.

Risk Assessment

9. Wiltshire Council has a statutory duty under the Environment Act 1995 to produce an Air Quality Action Plan which is to be submitted to Defra. Failure to deliver an action plan and demonstrate the Council's actions in working towards improving air quality may result in intervention by Defra. There is also currently some discussion on the potential impact of the localism agenda on the European Union's ability to impose fines on national governments for ongoing breaches of air quality standards.

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

10. A considerable amount of time has been spent working with local communities in generating local air quality action plans specific to their town and city. If the WAQAP is not approved the Council's reputation will be at risk and improvements to local air quality may not be realised.

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

11. Local communities may not engage with the process and work of producing community generated air quality action plans in a focused way. To help reduce this risk the Area Boards have been made responsible for reporting annually on the progress of the community air quality action plan groups to Public Health and Public Protection Services which will then be reported on in the annual action plan progress report to Defra.

Financial Implications

12. There are no direct additional budget requirements associated with the adoption of the WAQAP. Whilst some improvements to traffic related air quality can be delivered at little cost other infrastructure schemes may require significant capital investment. Funding and the delivery mechanism will be part of the Local Transport Plan 3 and will also include the

Highways Agency and the Emerging Core Strategy. Other funding will be sought through the planning regime including Section 106 agreements and CIL money.

Legal Implications

13. It is a legal requirement for the Council to prepare and consult on an Air Quality Action Plan where AQMAs are in place. Adoption of the WAQAP will contribute to council achieving compliance with its duties under the Environment Act 1995 Part IV. There is a risk of legal challenge if the Action Plan is not adopted.

Options Considered

14. As the duties under the Environment Act 1995 Part IV requires local authorities to produce an Air Quality Action Plan where AQMAs have been declared the council has no option but to write an Air Quality Action Plan and submit it to Defra.

Conclusions

15. Wiltshire enjoys good air quality in most of its area. The few areas of poor air quality are all traffic related and it is recognised that tackling these areas is neither easy nor simple. It is only by working collaboratively and with local communities that progress be made.
- 15.1 The WAQAP identifies thematic links within the council, suggests improvements in the way air quality is addressed and includes a high level action plan to deliver these improvements.

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8th September 2014

Background Papers

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

None

Appendices

Draft Air Quality Action Plan

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Wiltshire Council

Cabinet

7 October 2014

Subject: Porton Science Park

**Cabinet Member: Cllr Fleur de Rhé-Philippe
Cabinet Member for Economy, Skills and Transport**

Key Decision: Yes

Executive Summary

On 7 July 2014 Government announced an allocation of £4 million through the Swindon and Wiltshire Local Enterprise Partnership Growth Deal to contribute towards the construction of Phase 1 of Porton Science Park.

With this commitment in place, the Council and its partners (Tetricus, and Dstl that owns the land upon which the science park will be constructed) are now able to take action to ensure that the benefit of this funding is realised. Key next steps are to:

- Commit to contributing capital funding alongside Government and Europe
- Reach a lease agreement with Dstl
- Ensure appropriate project management resource and accountability is in place
- Support the SWLEP in securing European funding for the project
- Lead on delivery of the project in line with legal and funding conditions, and agreed milestones

Completion of the project is anticipated in 2016.

Proposals

To:

- (i) Approve the allocation of contributory funding to the project on the capital programme for 2015/16.
- (ii) Delegate authority to the Associate Director for Economic Development and Planning, in consultation with the Cabinet Member for Economy, Skills and Transport, to deliver the project within the parameters set out in this report.

Reason for Proposals

Porton Science Park is prioritised in the Council's Business Plan and the construction of the first phase will be significant to the development of the life sciences sector in the county and nationally. It will ensure the retention of businesses currently housed in the current Tetricus facility (soon to close), and in addition create up to 2,000 new, high value jobs, as well as providing a focal point and platform for innovation, research and development in the health and life sciences in Wiltshire and the wider Wessex area.

Dr Carlton Brand
Corporate Director

Wiltshire Council

Cabinet

7 October 2014

Subject: Porton Science Park

Cabinet Member: Cllr Fleur de Rhé-Philippe
Cabinet Member for Economy, Skills and Transport

Key Decision: Yes

Purpose of Report

1. To update Cabinet on the progress of the Porton Science Park project leading up to and since the Government announcement on 7 July 2014 of a £4 million commitment to the project through the Swindon and Wiltshire Local Enterprise Partnership Growth Deal.
2. To inform Cabinet of the next steps required to realise the project.
3. To seek an allocation of funding for the project on the capital programme for 2015/16.
4. To seek delegated authority to take the project forward to completion.

Relevance to the Council's Business Plan

5. The project is a priority in achieving Key Action 2 of the Council's Business Plan which is to, 'Stimulate economic growth and create additional jobs in partnership with the Local Enterprise Partnership.'
6. Porton Science Park is cited as a priority in Objective 1: Wiltshire Has a Thriving and Growing Economy, in the Council's Business Plan.

Background

Porton

7. It is government policy to develop the Life Sciences in the UK. The sector has been identified as one of the eight great technologies in which Britain is a global leader, and has been described as a 'jewel in the crown' by the Prime Minister.¹ The Witty Review² shows that the SWLEP is one of four Local Enterprise Partnerships (LEPs), along with neighbouring Oxfordshire, with the highest proportions of Life Sciences employment in the country. Porton is rooted in a key area of sector strength and innovation, and will act as a catalyst to further

¹ HM Government: *Strategy for UK Life Sciences: One Year On* (2012), p. 2

² BIS: *Encouraging a British Invention Revolution* (2013), p. 80

strengthen national competitiveness. It lies at the focal point of research synergies between Government facilities there, namely the Defence Science and Technology Laboratory (Dstl) and Public Health England Porton (PHE Porton), and in the wider area, i.e. Salisbury NHS Trust, Southampton University, and the Wessex Life Sciences Cluster which encompasses 130 private sector organisations and 30 public sector institutions. The site also enjoys proximity to QinetiQ at Boscombe Down, which will facilitate opportunities to exploit crossovers between high value engineering and the health and life sciences. UK Trade and Investment has identified that this mix of expertise and facilities in specialist areas exists nowhere else in the country and is a significant asset to the health and life sciences in the UK.

8. Amongst the private sector organisations making up the Wessex cluster, around 20 currently occupy the 22,500 square feet. Tetricus science facility based on Dstl's land, which offers laboratory facilities and specialist support to new and growing science companies which benefit from spin off opportunities arising from intellectual property generated by public institutions.
9. Dstl plans to bring its facilities at Fort Halsted to Porton as part of its Project Helios. The building currently occupied by Tetricus 'inside the wire' will be directly affected by this project, which is also a key driver for the Science Park project.

The Project

10. The project is to deliver the first phase of construction, comprising 45,000 square feet of laboratory and office space at Porton Science Park, and infrastructure and servicing to support Phase 1 and help facilitate private sector investment in subsequent phases.
11. Porton Science Park will be the focus of the Wessex Life Sciences Cluster and its first phase will provide an innovation building and grow-on space which will safeguard the 120 jobs based at the current Tetricus Science Park and provide space for expansion and new business which will create a further 100 jobs. Subsequent phases are anticipated to create an additional 1,800 skilled jobs in the health and life sciences over a 10 year period and will attract significant private sector investment.
12. Outline planning permission for the science park was granted in 2010. Detailed planning permission for the first phase of the science park was granted in 2013. Links to the planning documentation are provided in the background reports section of this report.
13. The construction of the laboratory and office space at the science park will be complemented by the development of a life science cluster led by Wessex Academic Health Science Network (WAHSN), funded by SWLEP and the Council. Activities will include projects to support skills and education, provide access to finance, research and innovation support for enterprises in the sector, the commercialisation of academic and institutional research, and the development of communications and transport infrastructure.

14. The Porton Science Park project is a key element of SWLEP's Strategic Economic Plan and the Council's Business Plan, and it is strategically linked to Military Civilian Integration (providing employment for skilled army leavers and capitalise on military medical research) as well as interventions to increase further and higher education opportunities in the area through the Knowledge Through Growth programme, and the South Wiltshire University Technical College (UTC) in Salisbury, which will help provide employees with the technical competencies which will be required by employers on the site.

Project History

15. In October 2012 the Department of Business, Innovation and Skills (BIS) announced an allocation of Regional Growth Funding to Wiltshire Council to fund the construction of first phase of the science park. However, a condition of significant and up front private sector risk capital was placed upon this funding offer and tested by the Council through a procurement process which demonstrated that no bidders were able to meet this requirement. All the evidence available from science park projects in other locations reveals that initial phases providing incubation facilities are without exception developed using public sector grant.
16. Subsequently, Government ministers recommended that other funding routes be investigated, such as Growing Places Infrastructure Funding, Growth Deal, and European Regional Development Funding (ERDF). Of these, a funding package composed of Growth Deal, ERDF and the Council's own commitment to the project has been identified as the most effective and appropriate route to funding.
17. On 7 July 2014 Government announced the results of the Growth Deal with Local Enterprise Partnerships. For SWLEP, this included a £4 million commitment to contribute to the construction of the first phase of Porton Science Park. The link to the announcement for Swindon and Wiltshire's Growth Deal is provided at Background Papers.

Main Considerations for the Council

Outline of Next Steps to Deliver the Science Park

18. Government expects contributions and delivery of projects from local partners as their part of the Growth Deal. Consequently, there are a number of steps that the Council and its partners should take to ensure that the project benefits from the opportunity of Government funding and is thereby realised.
19. As part of the Strategic Economic Plan, the key document forming the SWLEP's bid for Growth Deal funding, the Council has committed to fund the project alongside ERDF funding. To meet this commitment, an allocation of funding on the capital programme to help fund Porton Science Park is needed.
20. The land upon which the science park will be constructed is in Dstl ownership and as such it will be necessary for the Council to agree a lease arrangement with Dstl to allow it to implement the first phase of the science park.

21. The project is complex, so it will be necessary to ensure that project management resource is in place, in order to satisfy Government's requirement that LEPs demonstrate clearly the deliverability of Growth Deal projects, and to enable completion within the agreed timeframe (start on site in 2015, with completion following in 2016).
22. The Council is supporting the SWLEP in the creation of its European Structural and Investment Funds (ESIF) strategy which will enable the deployment of a £41.5 million allocation of European funding for Swindon and Wiltshire. In the strategy, a portion of this funding is allocated for use under the 'Smart Specialisation' activity, which will include capital funding for Porton Science Park as well as revenue funding for innovation targeted activity within the life sciences sector. In 2015, the Council will be able to make a specific bid aligned with this strategy to apply for the European Capital Funding needed for the scheme alongside UK Government and Council commitments. This funding is subject to DCLG assessment and appraisal of the ESIF submission and SWLEP support, however since the SWLEP fully supports the project, and the project fits well within the criteria for ERDF capital investment in innovation infrastructure, it is anticipated that the ERDF allocation will be successfully secured.
23. When the funding package has been confirmed, and any preconditions upon the funding discharged, this being anticipated in the summer of 2015, and with a lease arrangement and planning permission in place, the first phase of the science park will be ready to deliver.
24. Members are asked to consider the proposals in conjunction with the **Part 2 Confidential Appendix 1** to this report which deals with matters which are exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, which deals with matters of commercial sensitivity. Given that the procurement process for building contractors is yet to commence, it would be detrimental to achieving best value for money to release financial and other details relating to the project to the public at this stage. Therefore, it better serves the public interest to withhold this information at this stage than to disclose it.

Safeguarding Implications

25. There are no additional safeguarding implications relating to the proposals to deliver Porton Science Park, for which planning permission has already been granted.

Public Health Implications

26. The Porton Science Park will be located alongside an internationally recognised cluster of Health and Life Sciences expertise. It will support the stated government aim to improve England's health and well-being and in doing so achieve better health, better care, and better value for all, and help integrate Public Health at the heart of all public services.
27. Public Health England currently has an important facility located at the Porton site, which is considered by project partners to be a unique asset and of significant benefit to public health. Partnership working arrangements have long

been established between this body of national expertise and institutions like the University of Southampton, and PHE, have expressed their support for the Porton Science Park project even in the event that PHE relocates a portion of its facilities at Porton elsewhere.

28. The creation of a significant number of high quality job opportunities in the Health and Life Sciences at the Porton Science Park will have a beneficial impact on research to address public health issues.
29. Workplace health will be considered as part of this development, and the permitted scheme incorporate positive design elements such as a safe and pleasant external environment in which to work and visit, cycle shelters and paths, and well considered layout of building design, which will contribute to a high level of general wellbeing.

Environmental and Climate Change Considerations

30. The proposal will result in increased energy consumption, particularly given that approximately 30% of the employment space provided will be laboratory, which can have elevated levels of energy consumption compared with non-scientific office space, relating to specialist laboratory and manufacturing equipment. Currently, the operations of Dstl and PHE use around £4.7 million of energy per annum.
31. In order to qualify for European funding through the ESIF the final design of the incubator and grow on space would need to be to a Building Research Establishment Environmental Assessment Method (BREEAM) Excellent specification. The project will be delivered to this standard if our application for ESIF funding is successful.
32. Furthermore, funding has been secured from the Department of Energy and Climate Change for the Council and its partners at Dstl and PHE to carry out an energy mapping exercise and test the technical and economic feasibility of a district energy scheme at the Porton campus. The study will identify low carbon ways to efficiently heat, power and cool the operations at the site through the local generation of energy and reuse of waste heat in buildings. It is likely that significant energy savings can be made which it is hoped will not only mean significant financial savings for the public purse but also reinforce the case for consolidation and further investment in Life Science activity at Porton.
33. The main ecological constraint to development is the potential impact to stone curlews at the Porton Down Special Protection Area (SPA). The proposals were assessed by Council ecologists under the Habitats Regulations 2010 before the reserved matters application for Phase 1 was determined. The assessment satisfied Natural England and permission was thereafter granted subject to the discharge of agreed measures to mitigate ecological impact.

Equalities Impact of the Proposal

34. There are no equalities impacts arising from the proposal.

Risk Assessment

35. Because this project is at a mature stage of development, extensive feasibility work has already been undertaken as part of the development of the Strategic Economic Plan and project risks and mitigating actions have been identified.

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

36. The science park will not go ahead, which will incur the following impacts:
- Businesses currently occupying the Tetricus facility will likely vacate out of the county, causing job losses locally and the Wessex Life Sciences Cluster to lose a key focal point;
 - The investment made so far in the project will not be capitalised and will therefore impact negatively on revenue budget;
 - Significant opportunity costs will be incurred in terms of growing and supporting the Life Sciences cluster amounting to £4 million Government funding and additional European funding, as well as major inward investment
 - The Council will not achieve a key element of its Business Plan.

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

37. The following risks will be managed as described in the table below:

Risk	Action to mitigate the risk
1. Failure to agree acceptable terms with the principal landowner (Dstl).	Dstl has been engaged from the start of the project and is most supportive. Negotiations are progressing to finalise the lease arrangements between the parties.
2. Funding conditions are not met preventing drawdown and causing project slippage or failure.	Appropriate level of project management resource to be put in place, including compliance and accounting.
3. Insolvency of appointed contractor.	Financial stability checks at tender evaluation.
4. Costs of construction overrun.	Close monitoring and minimisation of variance during the construction phase.
5. Failure to attract sufficient businesses to the Science Park in the early years, causing development to stall and to generate insufficient revenue from the project to the Council.	Wessex Life Sciences Cluster development financially committed to by Wessex AHSN and the Council (through existing Economic Development budget). Early marketing to target existing Tetricus tenants, who have already expressed a desire to move the new Phase 1 building, and others at competitive rates.

Financial Implications

38. The project costs will include the appointment of an appropriate CDC / construction project management company to procure the construction works and manage the delivery of the scheme. These costs will be capitalised.
39. The business and laboratory space will be under Council ownership and will generate a rental income to the Council.
40. The project will also generate growth in business rates from the occupiers, of which the Council will retain a proportion.
41. Phase 1 of the science park will be a capital asset for the Council and its construction will realise value from the financial commitment the Council has already made to the project.
42. Revenue support for the Wessex Life Sciences Cluster and management resource for the project is currently being financed under existing Economic Development budget.

Legal Implications

43. BIS has made clear that robust governance arrangements between project partners – in this case, the SWLEP, the Council and Dstl – are in place and that project deliverability is proven as a precondition upon drawing down Growth Deal funding. Similarly, European funding applied for through the ESIF is expected to be strongly regulated. Detailed implementation steps for Phase 1 of Porton Science Park to be delivered and well managed have been produced for BIS to this end and are due to be agreed this month with clear milestones and a strong accountability framework to monitor expenditure, manage resources and measure success.
44. The project will involve the finalisation of a lease agreement between the Council and Dstl, the landowner. Negotiations will be progressed between Dstl and the Council's strategic property and legal teams to ensure that an agreement is arrived at in line with the overall programme for project delivery.
45. In consultation with its legal advisers and Dstl the Council has established that it is necessary and appropriate to undertake a fresh contractor procurement process as soon as funding is confirmed. This will follow the standard process using the information already available from previous procurement and will be undertaken via the OJEU compliant South West Construction Framework.
46. If the project is successful then this will reflect very well on the Council's reputation in terms of delivering a key priority of its Business Plan, and in fulfilling its commitment as the lead delivery agent for the SWLEP for this project, which in turn will increase Government confidence in the SWLEP thereby strengthening the case for future bids for Growth Deal or other funding arising from the Strategic Economic Plan for the county.

47. The concerns of parish councils and people local to Porton regarding increased road trips generated by development have been noted. While it is hoped that the science park will create 2,000 new jobs over a ten year period, the current proposals will not in the short term lead to a substantial increase in trips. The current proposals will retain the existing jobs at Tetricus and in the short to medium term generate a further 100 jobs which will generate a very modest number of additional trips in the short term. Subsequent applications for development beyond the first phase of the science park will be subject to the planning process and, as such, parish councils and local residents will be consulted on all new development proposals, as will the relevant highways authorities to assess the potential impact on the road network and air quality and to ensure that any necessary measures to mitigate this impact are put in place as a condition to planning permission, in accordance with the development of the Porton Travel Plan.

Options Considered

48. Do Nothing

The science park would not go ahead, and therefore none of the envisaged 2,000 high value jobs would be created and the existing health and life sciences cluster, which is a key sector strength in this area, will be damaged. To not proceed, now that Government has made a significant financial commitment to contribute towards the project, would represent an opportunity cost of £4 million to the Council, and a missed opportunity to create a significant capital asset from this project which will be the focal point of growth in the Wessex Health Life Sciences Cluster. This is especially pertinent given the potential reduction of PHE Porton's facilities on the site.

49. Reduce scope of the project

Government has made an allocation of Growth Deal funding on the basis of the inclusion of the project in the SWLEP Strategic Economic Plan as outlined in the detailed matters planning permission. It would therefore be a considerable risk to this funding for the Council at this stage to propose a reduction in the scope of the scheme. To do so would also negatively impact upon the attractiveness and scale of the accommodation provided, thereby damaging investor confidence and jeopardising further development of a second phase and beyond of the science park, undermining the vision for the Wessex Life Sciences Cluster focussed around Porton. Furthermore, it would result in lower revenue generation from the project.

50. Consider Other Sources of Funding

The Council and its partners have sought to find examples of UK Science Parks initiated by private sector investment. None could be found. Every example of first phase science park development examined showed significant (usually 100%) public sector support, with private sector investment following only at subsequent phases. Examples include the Babraham Institute and the Norwich Research Park. Therefore, while major private sector investment is expected to be leveraged by the project in the medium to long term, public sector match funding from available sources is the preferred option for construction of the first

phase. Of the public sector funding sources researched, a package comprising Growth Deal, European and the Council's own funding has been assessed to be the most viable and appropriate mechanism to financing Phase 1 of the science park.

Conclusions

51. Government's allocation of £4 million through the Growth Deal to contribute towards the construction of Phase 1 of Porton Science Park is a key milestone for the project. The availability of this funding means that, with the support of the Council Growth Deal and ESIF funding via the SWLEP and Dstl (as landowner), the science park can now come forward with an estimated completion date set for 2016.
52. The allocation of funding is therefore most welcome as it will significantly contribute to fulfilling a key priority in both the Council's Business Plan and the SWLEP's Strategic Economic Plan. The project is supported by Dstl and PHE, and is vital not only to safeguard the 120 jobs currently based at the Tetricus facility at Porton, but also for the growth of the Wessex Life Sciences cluster which has its focal point there. The project is strategically linked to MCI and the stimulation of further and higher education in the county through Growth Through Knowledge (City deal) Programme and the South Wiltshire University Technical College.
53. Successful completion of the project will bolster Government and private sector confidence in the ability of the Council as a delivery agent and Accountable Body, and of the SWLEP to achieve its Strategic Economic Plan. This will boost partners' ability to secure funding allocations for other major capital projects in the county from Government, Europe and other sources including the private sector.

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Links for ease of reference

HM Government: *Strategy for UK Life Sciences: One Year On* (2012) <
<http://www.bis.gov.uk/assets/biscore/innovation/docs/s/12-1346-strategy-for-uk-life-sciences-one-year-on>> Retrieved 16 April 2014

BIS: *Encouraging a British Invention Revolution* (2013)
<<https://www.gov.uk/government/consultations/universities-and-growth-the-witty-review-call-for-evidence>> Retrieved 16 April 2014

Outline permission for Porton Science Park:
<http://services.wiltshire.gov.uk/UniDoc/Document/Search/DSA,517453>

Reserved matters permission for Phase 1 of Porton Science Park:
<http://services.wiltshire.gov.uk/UniDoc/Document/Search/DSA,505850>

Swindon and Wiltshire Growth Deal:
<https://www.gov.uk/government/publications/swindon-and-wiltshire-growth-deal-2014>

Background papers

None

Appendices:

Appendix 1 - Part 2 Appendix: commercially sensitive and confidential matters relating to financial and legal details

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

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