People, places and promises

The Wiltshire Community Plan 2011 - 2026

Wiltshire Assembly

Wiltshire Family of Partnerships

Contents

For further information

For further information on the community plan or for additional copies, please contact the Wiltshire Assembly:

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A message from the chairman of the Wiltshire Assembly

Welcome to the Wiltshire Community Plan 2011-2026. This plan focuses on **people, places and promises,** and sets out the clear vision, priorities and objectives (our joint promises), that together we will work towards over the next 15 years. Our aim is to build on what is already good about Wiltshire and make it an even better place in which to live and work.

The message to all of us - public agencies, the voluntary and community sector and the public - is clear: this can only be achieved if we all agree on the same future direction and actively work together to make it happen. More so now than ever, we know nothing stands still and change is inevitable. The coalition government is proposing radical change and transforming society by challenging people to take more responsibility for themselves and their communities.

In Wiltshire we want to mirror this ambition and encourage as many people and organisations as possible to share in shaping and influencing that change for the good of everyone. It's not going to be plain sailing and we recognise there are many challenges to achieving this, including:

- tensions between environmental, social and economic matters
- competing needs, not all of which can be met
- a gap between what we say we want for our lives, and where our current behaviour will take us
- financial and resource constraints meaning we will have to work differently.

These are hurdles that we will have to acknowledge and negotiate along the way. That is also why we need a vision which we all own, to guide the actions of the many agencies and partnerships that work in the county.

Whether you are an individual, a family, or part of an organisation or community, this plan is about you and for you. Together, we can overcome the challenges that lie ahead and build a better Wiltshire for the future.

Best wishes

The Venerable John Wraw
Archdeacon of Wilts.

Introduction:
what is the community plan?

People, places and promises is the theme of the new Wiltshire Community Plan. It sets out the long term vision and direction for the whole of Wiltshire to the year 2026.

The purpose of the plan, as set out in law, is that it should be the single, overarching plan which outlines the overall strategic direction and distinctive long-term vision for the economic, social and environmental well-being of Wiltshire.

The Wiltshire Assembly has led on the development of the community plan, as it is important that the plan's priorities and objectives are shared by all key organisations and supported by the public if it is to provide a framework for the development or review of all other thematic, organisational and community plans in the county. In this way we can create a consistency of direction and effort throughout the county, over the time period of the plan. The Local Development Framework (LDF) for example is consistent with the community plan and defines how new development can assist in its implementation.

The plan is based not only on widespread consultation, but also on a sound evidence base. This evidence base has been provided by the Joint Strategic Assessment (JSA) 2010, and the more detailed assessments which fed into it.

Vision, priorities, objectives and actions…

The community plan includes:

- **the vision** - the overall direction that the Wiltshire Assembly agrees should set the tone for what we want Wiltshire to be like in 15 years

- **three priorities** - important parts of the vision chosen by the Assembly that inform the detailed objectives

- **17 objectives** - responses to the issues identified by the JSA and other documents that provide the basis for long term, broad and purposeful action planning.

The community plan does not include any detailed actions that outline how a particular objective will be achieved. This is the role of thematic, local and organisational action plans that are developed subsequently.

1 People and places: what is Wiltshire like now?

A place to be proud of

Wiltshire is a great place in which to live and work. It is made up of a patchwork of traditional market towns and villages, stunning countryside and a rich historical heritage. People are generally healthy and live longer, and they get on well together. Deprivation is generally low and our communities are safe environments in which to enjoy life. It is a place of opportunity where high numbers work, and unemployment is low.

It is certainly a place to be proud of!

We must be careful though that the benefits are not taken for granted. Many facets of our life in Wiltshire could be undermined by economic, social, and environmental changes occurring locally, nationally and even globally.

Distinct challenges which Wiltshire faces include:

- Government spending cuts and a changing role for many statutory bodies and the voluntary and community sector
- pockets of 'hidden' deprivation in towns and across rural areas
- lower workplace earnings and higher house prices
- highest CO_2 emissions and lowest level of renewable electricity and heat production of any county in the South West
- increasing elderly population
- loss of experience and skills in the labour market due to high levels of outcommuting and the numbers of people retiring
- health inequalities and ill health in disadvantaged areas and too many deaths from cardiovascular disease and cancer
- an educational gap in attainment and lower aspirations of some young people
- generally low satisfaction levels with public services.

This plan emphasises that we must tackle these and other challenges if we are to protect and enhance Wiltshire into the future.

What is Wiltshire like?

Wiltshire is a large, predominantly rural county in the south west region of England, within commutable distance of London, Bristol, Swindon, South Wales and the south coast. Since a reorganisation in April 2009, a single body - Wiltshire Council - has replaced the five councils that formally served the county. The council focuses its local delivery of services on 26 community areas, which are based around one main town and its surrounding villages.

Wiltshire's economy, like many rural areas, is largely made up of micro[1] (86.7%) and small[2] (10.8%) businesses. There are also comparatively high levels of self-employment, particularly in the rural areas. This situation makes it easier for the local economy to respond quickly to changes in the market, but it does mean it tends to miss out on the greater investment, research and development and training that larger firms bring.

The county is a popular tourist destination as a result of the strong heritage and arts sector and the appeal of the environment. Visitor-related expenditure generates £780 million per annum - around 6% of the total Gross Value Added (GVA)[3] of the county. Its rural location also goes some way to explaining the very high car ownership levels and also why 24% of employed people commute to outside the county, often to higher paid professional and managerial jobs. This leads to a net loss of these skilled people to the Wiltshire economy and seems to lie behind the marked difference between levels of Wiltshire workplace earnings and resident incomes.

[1] Fewer then 10 employees with an annual turnover of £1.8 million or less
[2] Fewer than 50 employees with an annual turnover of £5.6 million or less
[3] A measure of the extent to which an individual industry, sector or geographical area is efficient in adding economic value through the way it makes things or provides services.

Wiltshire's employment

Wiltshire's largest employment sector comprises wholesale and retail businesses. This is also the sector with the largest numbers of separate work places, or 'business units'. However, there was no growth in this sector's business stock in Wiltshire between 1998 and 2008, and we have fewer retail businesses in particular than the UK average. This sector is not a major contributor to GVA. Those that are include the sectors listed below.

- Real estate, renting and business activities, the second largest employment sector and largest contributor to GVA in Wiltshire (30.8% in 2007). It significantly increased between 1997 and 2007 and is now higher than the regional average, but not yet as high as it is nationally.

- Government and other local services, such as public administration, health and social work, education and defence, represent the second largest contributor to GVA (23.2%) in Wiltshire. However, substantial reductions in public sector employment are expected by 2020 as a result of government spending cuts.

- Distribution, transport and the communications sector, including hotels and restaurants, comprise the third major contributor to GVA (23.1%). Wiltshire has employment specialisation in hotels and restaurants, but it is under-represented in transport and in storage and communications.

Wiltshire also has a higher percentage of employees in manufacturing than regionally and nationally, despite employment losses (1997-2007). More job losses are predicted in this sector by 2020.

This means that the Wiltshire economy is most dependent on public sector employment and on real estate and business activities. With the impact of the recession and public sector spending cuts, both these sectors will come under considerable pressure over the next few years.

Another factor that will affect the Wiltshire economy over the next 15 years is the relative lack of growth in the numbers of those of working age. Currently, Wiltshire has a high proportion of its workforce in the 50+ age group and over the next decade or so this group will move into retirement, leading to a rapid growth in the retired population and a loss of skills and experience that will be hard to replace.

Wiltshire's population

Wiltshire is developing increasingly diverse communities and so ensuring fair and responsive services to all will be key to the success of our county. Wiltshire's age structure has been somewhat younger than that of the south west, but the rapid rate at which our comparatively large numbers of those currently 50 and above will move into retirement over the next decade or so will lead to a abrupt growth in the overall retired population, bringing us close to the regional average. Alongside this, the part of the retired population that is predicted to grow fastest is the 85+ group, which is estimated to grow by 60% (or 4,300 individuals) over the next 15 years.

Wiltshire has the largest Moroccan community outside of London and a proportionately large number of people from the Gypsy and Traveller community. This reflects the need for us to be aware of cultural and religious diversity, in addition to the needs of other minority groups such as disabled people and people who are lesbian, gay, bisexual or transgender. This can be challenging as the county is a largely rural area, therefore people in minority groups are often isolated or not present in sufficient numbers to form organised groups which can lead to an unmet demand for services.

We need a better understanding of who our diverse communities are in Wiltshire and how we can meet specific needs with fully accessible services for all.

Wiltshire's deprivation

Overall, Wiltshire is not a deprived county. However, there are three small areas of Wiltshire – two in Trowbridge and one in Salisbury – which are in the top 20% of deprived areas nationally.

Nonetheless, it is important to recognise that there are people experiencing deprivation in almost every rural community in the county, and even though rural areas are less deprived overall than the larger towns, there are notable exceptions to this, particularly with respect to rural access to key services, especially for older residents. This element of deprivation arises partly as a result of the geographical isolation of some communities, but also because of the decline in many rural services over the last 30 years. The impact of an ageing population needs to be taken into account in terms of maintaining a quality of life and wellbeing, for example more people living with limiting long-term illnesses and conditions such as dementia, as well as the need to support family carers.

Educational attainment amongst children and young people shows a mixed picture in Wiltshire. In 2010, overall secondary GCSE results were in line with the average for England, with a positive and improving trend over the last five years. Performance for primary schools in English and Maths Level 4+ at Key Stage 2 (11 years old) was below the average for England also with an improving trend over the last five years. Provisional results for 2010, however, do show some improvement. Particular groups of children and young people find it more challenging to get the best out of life and achieve the same educational results as others. Performance of children in care, those with special educational needs, those in receipt of free school meals, or with a disability is not currently as good as it should be. Narrowing the gap between the outcomes for these and other children is a key need.

Wiltshire's military

The military presence is a distinctive feature of Wiltshire. In total, 3% of the Wiltshire population are military personnel, 7% including their dependents. In some communities, such as Bulford, Durrington, Upavon, Larkhill, Warminster East, Lyneham and Colerne, this proportion rises to 20%, with the highest proportion in Tidworth at 75%.

The continuing military changes in Wiltshire, including the establishment of the Salisbury Plain Super Garrison (SPSG) and the withdrawal of the RAF from Lyneham, will lead to an overall stabilisation of military personnel in the county by 2012 that is similar to levels seen today. Numbers would, however, increase further should a future military use be found for Lyneham.

Wiltshire's house prices

Wiltshire is a desirable place to live and, as the high level of out-commuting shows, it is also within easy reach of a number of large employment centres in surrounding counties. This, combined with the fact that 37.8% of the housing stock is detached, leads to higher than average house prices.

In Wiltshire, the average house costs approximately 7.5 times the annual wage of its working residents and eight times the average annual wage of its workplace employees. Wiltshire, along with Dorset and Bath and north east Somerset, has the biggest gap between affordability for residents, and affordability for workplace employees. These are average figures, and, of course, young people and those on low wages will be the most affected. There are currently over 10,000 people on the housing waiting list with different levels and urgency of need and current rates of affordable house building, although good, can't keep pace with this level of demand.

Wiltshire's health and wellbeing

Wiltshire compares favourably with the rest of the country on a range of health and wellbeing indicators. However, where pockets of poverty and deprivation are present, health is often poorer and health need is greater. As a result, there is a 5.2-year life expectancy gap between the most deprived wards in Wiltshire compared with the most affluent wards. Although this difference is low compared with some other areas of the country, it is clear that people in Wiltshire still die prematurely as a result of relative poverty, highlighting the need to concentrate efforts in targeting interventions to reach those most in need.

The biggest causes of ill health and death in Wiltshire are cardiovascular disease and cancer. Whilst obesity in children is lower than the national average, there is worrying evidence that one quarter of adults are obese (Body Mass Index (BMI) is 30 or above), this being higher than the national average. In addition, Wiltshire has a large and growing number of military families, and a relatively large prison population, where, for different reasons, extra support for health and wellbeing is required.

The expected increase in the proportion of people aged over 65 in the next decade will impact on the population's health and social care needs due to poorer health associated with an older population. Although there is now greater emphasis on care being delivered in people's own homes, there will undoubtedly be a need for more residential care as a result of this population growth.

Some estimates suggest that care-only home-beds will need to increase by 50-60% in Wiltshire by 2022. Wiltshire is also poorly provided with extra care housing, but this situation is in the process of being addressed. Another key challenge will be how to meet the need to recruit sufficient additional care workers to meet the care needs of the extra 35,000 older people who will live in Wiltshire in the next 15 years.

Wiltshire's crime and community safety

Wiltshire is one of the safest counties in the country, but this must not be a cause for complacency, as certain parts of the county experience higher levels of crime, and some types of crimes still require action. Of all recorded crime in the county during 2009/10, 15.2% occurred in Salisbury, 13.6% in Trowbridge, and 12.3% in Chippenham. This represents 41% of all recorded crime. A similar overall proportion of anti-social behaviour and criminal damage incidents also happened in these three largest settlements.

Wiltshire also suffers from the impact of repeat offenders, with 50% of recorded crime being committed by just 10% of active offenders. These people often have unstable lives, a lack of prospects, and lack support and guidance. There were more than 5,000 offences involving violent crime between August 2009 and July 2010. Although this is not comparatively high, it still needs addressing. Much of this violence is associated with the excessive consumption of alcohol, and so addressing the irresponsible sale of alcohol, better management of the night-time economy, and focussing on incident black spots will be part of the solution. Drug dependency is also associated with car crime and burglaries, as people try to fund their habit.

Wiltshire's environment

We all depend in various ways on things that can only be produced by the healthy functioning of the natural world. Complex and interlinked natural processes produce a range of goods and services that it is all too easy to overlook.

These include pollinating insects, fertile soil and nutritious food, fresh water and flood protection, building materials, stable weather patterns, and even such intangible things as the pleasure people get from rich landscapes and being close to nature.

Wiltshire's environment is arguably its strongest asset and consequently to maintain these natural systems in a healthy state requires us to manage these processes actively, and to live in ways which allow such systems to stay within critical limits so that they can continue to support the county in being more resilient to future challenges.

The landscape is of national and global significance and includes a wealth of archaeological and architectural treasures, including the Stonehenge and Avebury World Heritage Site, Salisbury Cathedral, and more recent industrial transport features such as the Box railway tunnel and the Kennet and Avon Canal.

There are nearly 20,000 archaeological sites ranging from the prehistoric through to Roman and medieval times and the civil war battlefield at Roundway Down.

There are also approximately 14,000 listed buildings, 37 historic parks and gardens, three Areas of Outstanding Natural Beauty (AONBs) and more than 250 conservation areas, and the preservation of these special environments for future generations is paramount

Despite the strength of the natural and historical surroundings, Wiltshire was the only county in the south west to increase its total CO_2 emissions between 2005 and 2007, the most significant increase being in west Wiltshire with the highest per capita emissions (27% of the county total).

In 2007, Wiltshire also had the highest industrial and commercial emissions of any county or unitary authority in the south west. The county per capita average for emissions in 2007 was 10.1 tonnes. This was 22%, or 2.2 tonnes, higher than the south west average.

With government targets to reduce emissions by 80% by 2050 to respond to the challenge of rising temperatures and peak oil, this represents a considerable challenge.

2 Our vision and priorities: the future direction for Wiltshire

Our vision

The vision for Wiltshire is to **build stronger and more resilient communities,** and greater localism lies at the heart of this. We want to encourage and support communities to take the initiative to strengthen their ability to deal with local challenges and issues in creative ways which are tailored to their unique circumstances.

Building stronger, more resilient communities is the established vision for Wiltshire. It is all about people fostering a sense of belonging and being a part of a local community. The recent change to government with its focus on the 'big society not big government' further strengthens its continued relevance and importance. But what does it really mean?

People living in places which have a strong sense of community tend to enjoy a better quality of life in terms of their happiness and health and well-being. Such communities have strong social networks and relationships and will often enjoy vibrant and diverse voluntary and community participation. It means they can solve problems better and improve life for themselves without relying on extensive external support and intervention.

At the other end of the scale, people living in places without a strong sense of community often experience a poorer quality of life. This can occur in communities suffering from poverty, disadvantage and inequalities. Their ability to work together to solve problems can be reduced and significant intervention is often necessary. This can create unsustainable dependency on public services and state benefits. It is in these communities that help is often needed to build self-reliance.

Greater localism lies at the heart of this vision. We want to encourage and support local communities to take the initiative to strengthen their ability to deal with local challenges and issues in creative ways which are individual to them.

Essential ingredients in fostering strong communities include:

People, who:

- participate in volunteering and are active in their community
- feel valued and able to achieve their potential
- are not disadvantaged
- actively manage their health, including eating sensibly, keeping their weight at an optimal level, and participating in physical activity
- have a high confidence and trust in public services
- are motivated to adopt more sustainable lifestyles.

Places:

- with access to resources in the widest sense – people with skills, community facilities and finance
- where the balance between housing, employment and services is optimal
- where businesses can recruit, expand and be competitive
- that work to protect and enhance the natural environment

Agencies, that:

- work together with communities and encourage local decision-making through devolved powers
- focus on providing support, rather than creating dependency.

This vision poses a significant challenge to everyone, but particularly to public agencies that also have to address a new government agenda, work with reduced resources, and respond to rising customer expectations and demands.

The need for greater public confidence and satisfaction with public services is critical.

Ultimately, what matters is what works for people and communities. The challenge is to enthuse everyone to contribute to providing the help and support needed to build and sustain strong and resilient communities.

Our priorities

To help build and protect resilient communities, the Wiltshire Assembly has identified three priorities:

1. Creating an economy that is fit for the future:

Growth in the economy is often used as a key measure of the strength of a place. Wiltshire's rurality is its principal asset, but this can also limit growth. Basic to ensuring we have an economy that is strong, adaptable and competitive are: making the most of what Wiltshire has to offer through encouraging a greater proportion of higher value and higher skilled jobs by attracting the right kinds of businesses; improving the skills of Wiltshire people to meet employer demand; and supporting existing businesses.

2. Reducing disadvantage and inequalities:

A society that works to narrow the inequalities gap and reduce poverty is more likely to bring greater benefits to all its members, not only the most vulnerable individuals and families. Taking into account the needs of all Wiltshire people in how we plan for the future and work in partnership will improve home, work and school life for everyone.

3. Tackling the causes and effects of climate change:

Tackling the causes and mitigating the impact of climate change is now a major priority in protecting the future of the planet. Action is essential at local level to reduce the carbon footprint of individuals, households and businesses by minimising energy use and pollution levels, and maximising the use of renewable resources, whilst protecting the natural environment and wildlife.

Work will be targeted in these three areas and together they will help to achieve the vision. The challenge will be to achieve these objectives with fewer resources and more demands in a rapidly changing society.

3 The promises: what we want to achieve for Wiltshire

To help Wiltshire's communities to be more resilient, partnership objectives have been agreed that bolster the vision and priorities.

Creating an economy that is fit for the future:

1. Strengthen communication (IT) **connectivity** to become a more digitally inclusive county, for example by delivering excellent broadband coverage and speeds, enabling access to the Internet for all, and promoting comprehensive mobile phone reception coverage.

2. Respond in an optimal way to the UK's **financial difficulties** so that the long-term impact on the county is minimised. This can be done, for example, by encouraging the restructuring of the local economy so that it becomes less reliant on the public sector and generates a greater number and variety of higher value-added businesses and green jobs.

3. Ensure that the establishment of the **super garrison** on Salisbury Plain, and other armed forces changes within the county, bring positive benefits both to local communities and to military personnel and their families.

4. Use the Local Development Framework (LDF) process to arrive at the best pattern of **new development** across the county to support the delivery of the other promises in the community plan and, in particular, define what sort of places Salisbury, Trowbridge and Chippenham should become, including agreeing their future scales and roles based on principles of good design.

5. Ensure that the Wiltshire workforce is ready for **changing economic demands** by effectively preparing young people for work, supporting people to enter or rejoin the workforce, providing opportunities for skills development, and by enabling older people to work beyond retirement age should they so wish.

Reducing disadvantage and inequalities:

6. Ensure that Wiltshire is able to meet the needs of its rapidly **growing older population**. This will include planning to meet future health and social care workforce requirements, effective support to maintain self care and the care provided by relatives and friends, safeguarding those who are vulnerable, the creation of sufficient adapted housing, extra care accommodation and residential care and nursing home facilities to meet expected demand.

7. Address the **lack of affordable housing,** including social housing and shared ownership opportunities, by building new housing, bringing empty homes back into use, and through any other means that may become available to meet housing need.

8. Focus on safeguarding against the key factors that disadvantage particular communities and individuals in securing **equal life chances** and fair access to services, as identified by local evidence.

9. Encourage and support people to take more responsibility for their **current and future health** through healthier eating, participating more in physical activity, using alcohol sensibly, and giving up smoking.

10. Continue to develop and support the **Voluntary and Community Sector (VCS)** so that it can play an expanded and more innovative role in addressing local needs and delivering services. This will involve a range of initiatives, including the expansion of volunteering activity and promoting the principles of good practice in partnership working.

Tackling the causes and effects of climate change:

11. Significantly reduce domestic, business and transport **CO_2 emissions** across the county in line with national targets

12. Contribute to creating greater energy security by significantly increasing the amount of electricity and heat generated in the county at community level and on a large-scale through **renewable schemes** to bring Wiltshire more in line with the rest of the South West region.

13. Provide a safer and more integrated transport system that achieves a major shift to **sustainable transport,** including walking, cycling, and the use of bus and rail networks especially in the larger settlements of Trowbridge, Chippenham and Salisbury, and along the main commuting corridors.

14. Prepare for the impacts of **unavoidable climate change,** by increasing the resilience of communities, businesses and wildlife to events such as extreme heat waves, droughts and frequent flooding, through designing and implementing appropriate adaptive responses.

15. Increase Wiltshire's **food security,** by, for example, improving the business and environmental sustainability of food production, focusing more on agricultural production for local markets, and encouraging people to become more involved in growing their own food.

16. Continue to reduce the amount of **waste produced** in the county and increase the proportion of waste which is recycled.

Other:

17. Promote **greater public understanding** and ownership of the difficult choices facing Wiltshire; encourage public confidence and build the trust of local communities to engage with public agencies in a shared approach to local challenges in honest and open decision-making, service delivery and community action.

4 How to turn the aspiration into reality?

Having agreed our future direction, the biggest challenge of all is turning the words of this plan – the vision, priorities and objectives – into actions that achieve real results.

The community plan is the focus of a series of organisation, partnership and community based actions that will all work together to achieve the vision of **building strong, resilient communities** under new financial constraints and changing roles for public services and other sectors.

- **Thematic plans,** produced by the thematic delivery partnerships and/or services, will further detail their plans to achieve short and medium term targets. These include plans for economic development, children and young people, housing, community safety, and others.

- The lead organisations that produce their own **corporate business plans,** such as Wiltshire Council and Wiltshire Police, will identify how they, through service delivery, staffing, budget management and working in partnership, can contribute to the vision.

- Community area partnerships, in consultation with the wider community, agree locally focused **community plans.**

LDF ↔ **Wiltshire Community Plan 2011 - 2026**

Action plans

Thematic plans

Organisational plans

Community plans

Whether you are an individual or a community, an employee or an organisation, the vision of building strong, resilient communities is about you.

It is important that as we explore options for implementing the promises contained in this plan we assess and choose those that provide the greatest measureable benefits to Wiltshire's people, communities and the environment.

For Wiltshire to continue to be an excellent place in which to live, work and visit, we must work together. This will be the true test of our resilience.

Information about Wiltshire Council services can be made available on request in other languages including BSL and formats such as large print and audio.

Please contact the council by telephone 0300 456 0100, by textphone 01225 712500, or email customerservices@wiltshire.gov.uk

如果有需要我們可以使用其他形式（例如：大字體版本或者錄音帶）或其他語言版本向您提供有關威爾特郡政務會各項服務的資訊，敬請與政務會聯繫，電話：0300 456 0100，文本電話：(01225) 712500，或者發電子郵件至：customerservices@wiltshire.gov.uk

Na życzenie udostępniamy informacje na temat usług oferowanych przez władze samorządowe hrabstwa Wiltshire (Wiltshire Council) w innych formatach (takich jak dużym drukiem lub w wersji audio) i w innych językach. Prosimy skontaktować się z władzami samorządowymi pod numerem telefonu 0300 456 0100 lub telefonu tekstowego (01225) 712500 bądź za pośrednictwem poczty elektronicznej na adres: customerservices@wiltshire.gov.uk

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