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## **DRAFT** Report

**Subject** : The New Wiltshire Local Area Agreement  
**Report to** : The Cabinet  
**Date** : Wednesday 26 March 2008  
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**Cabinet Member for Planning:** Councillor Paul Clegg

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### **Report Summary:**

This report suggests that we take forward proposals to develop a Local Agreement for Wiltshire (LAW) that will help achieve the County's ambitions by agreeing action between partners to deliver real improvements for people and places in Wiltshire. This Agreement is to include a Local Area Agreement (LAA) with government, focussing on targets against a few National Indicators (NIs).

The final LAA draft will come back to Cabinet for sign-off in May 2008.

### **1. Main Considerations**

- 1.1. The Council is required to co-operate in the negotiation and delivery of a new LAA for Wiltshire. The timeframe is very tight, but achievable if action is taken immediately. It is important to act now in order to take the opportunity to best serve the interests of South Wiltshire.
- 1.2. The success of the new LAA will depend on partner organisations signing up to relevant priorities and committing resources to achieving targets.
- 1.3. The proposal outlines draft ambitions for Wiltshire that are being developed with partners, and action to help achieve those ambitions. It would be helpful for Members to highlight anything significant that they think is missing or anything in the proposal that is considered 'low priority'. Members may also wish to consider if any additional aspects should be looked at as part of 'challenge' (paragraph 5.2 below).
- 1.4. Members may also wish to comment on the developing governance arrangements for the 'family of partnerships' outlined under ambition 7.

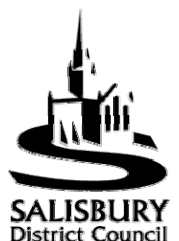


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## 2. Background

- 2.1. Local Area Agreements (LAAs) are changing. Wiltshire negotiated its first ever LAA in 2006-07 for a three year period. However, Wiltshire was in the last tranche of areas negotiating an LAA nationally, and the Government has had a radical shake-up of LAAs in the past year. This means that Wiltshire now needs to negotiate a new LAA from 2008 for the next three years, which will be substantially different from the existing LAA and will supersede the one currently in place.

## 3. What does the recent Government guidance on LAAs say?

- 3.1. LAAs are about improving local services and increasing economic prosperity for local people. They are three-year agreements with priorities agreed between all the main public sector agencies working in the area and with Central Government. Partners are brought together under the umbrella of the 'Local Strategic Partnership' (LSP), which agrees a Sustainable Community Strategy (SCS) for its area. The SCS is a long term strategy for the local area based on consultation with local people about the sort of place they want the area to be. The LAA is based on the objectives in the Sustainable Community Strategy and the LAA translates these into targets to secure the improvements local people want to see.
- 3.2. The responsibility for agreeing and negotiating the LAA rests at county level with our county LSP, the Wiltshire Strategic Board. However, it is vital that the new LAA reflects the range of issues across the whole county, including any issues which are specific to South Wiltshire. Discussions have already taken place at our district LSP, the South Wiltshire Strategic Alliance Board, to inform the process.
- 3.3. A key change in the new LAA is the creation of a 'duty to co-operate' in the negotiation and delivery of an LAA for a list of public sector partners, including district councils. Each organisation on this list must cooperate in negotiating the LAA, in agreeing targets, and in implementing relevant targets. They will be subject to council scrutiny and the new Comprehensive Area Assessment will review how agencies are fulfilling these duties. For legal reasons, Government was unable to legislate for such a duty in respect of business and community & voluntary sector bodies, although it strongly encourages them to participate fully in the LAA process.
- 3.4. New LAAs will include 'up to 35' targets which local authorities and their partners negotiate with Central Government drawn from the new national indicator set. There are 198 performance indicators in the new national set which cover the delivery of national outcomes by local government alone or in partnership; but only those indicators selected for the LAA will have targets attached for which Government would expect a quantified and specific level of improvement (please see Appendix 1 for definition of terms).
- 3.5. In addition to 'up to 35' targets, all areas will also agree 17 statutory education and early years targets with Government. These targets will be drawn from indicators contained in the national indicator set in exactly the same way. Local or district-level targets can be incorporated into the new LAA. Government guidance is clear that the 'story of place' is crucial and any information to show what local priorities are must be taken into account.
- 3.6. The Government has learned from their work with local authorities and partnerships road testing new arrangements that it is critically important to establish *first* the priorities to be tackled in their area. These can later be underpinned through the appropriate indicators from the national indicator set. This is the approach that has been followed in Wiltshire. Seven 'Ambitions' have been identified, as set out in 4 below.
- 3.7. The local authority and its partners have the discretion to set additional targets for inclusion in the LAA. The total agreement, including the additional targets, will be known as the Local

Agreement for Wiltshire (LAW). In the past LAAs have been divided into 4 thematic 'blocks' to which funding streams were tied. Whilst these 4 themes will remain as a guide to ensure the full range of national priorities are considered in negotiations, funding will no longer be restricted within the themes.

- 3.8. There is no separately identified funding attached to the LAA, and Local Authorities are expected to align mainstream funding towards LAA targets. Therefore LAA targets for the Council within the LAA will have to align with the Corporate Plan and MTFS in order to stand a reasonable chance of delivery. There is likely to be an element of Reward Grant that the government will pay for achievement of targets in the LAA, and details of the scheme are awaited.

#### 4. The ambitions for Wiltshire

- 4.1. The seven draft ambitions for Wiltshire in the proposal are shown below. More detail is available at Appendix 2. The priorities and actions are being refined and clarified as work continues.

4.1.1. **Build 'resilient communities'** with high social capital through people feeling socially included, enabling people and communities to build skills, abilities, knowledge and confidence to take effective action and play leading roles in the development of their communities and so enhancing their quality of life.

4.1.2. **Improve affordable housing:**

- More new or acquired Affordable Homes;
- Reducing the incidences of homelessness through offering a genuine alternative housing and support options service;
- Greener and accessible affordable homes.

4.1.3. **'Lives not services'**

- Support more people in Wiltshire to have independent and fulfilling lives as part of their local community
- Support families to provide the strong foundations for children and young people's development
- Enable individuals to make informed choices to improve their long term health and well being and reduce 'All Age All Cause Mortality'

4.1.4. Wiltshire exhibiting a positive and sustainable environment for **economic growth**

4.1.5. Reduce particular crimes, change behaviours and inform the public to bring about **communities that are safe and feel safe**

4.1.6. **Environment:**

- Tackle climate change
- A high quality, natural environment that enriches the lives of people

4.1.7. **Work together** to achieve the ambitions, including new governance arrangements for the 'family of partnerships' and the establishment of community area boards.

- 4.2. In February, 144 indicators under these ambitions were being considered from the national indicator set – 96 by GOSW, 100 by Wiltshire (48 of these are common to both).

#### 5. Local Agreement for Wiltshire and a Local Area Agreement

- 5.1. The intention is that we further develop a Local Agreement for Wiltshire (LAW) that sets out:

- our ambitions for the county
- the action we agree to take to further these ambitions (the finished Agreement will show the action each organisation agrees to take)
- the places and people that the action will particularly support
- the measures we will use to show progress, including timescales.

5.2. In developing the Agreement for Wiltshire we will use 'challenge' to test that:

- The proposals are based on good evidence (the emerging Joint Strategic Needs Assessment will provide a helpful update)
- The action has commitment from those responsible, including resources
- The action is likely to lead to the improvement envisaged, including reaching appropriate 'people and places'
- The measures (indicators) identified are a good measure for what we want to achieve (eg the detailed definition appropriate, a robust baseline available, data will be available to measure results)
- Appropriate performance management (including risk management) arrangements are in place.
- Targets proposed for the LAA are robust and achievable

## **6. The story in South Wiltshire so far**

- 6.1. It is important to be clear that there is no 'Salisbury Chapter' to the Wiltshire LAA, and south Wiltshire's interests have to be negotiated in association with other partners, and by 'Ambition leads' with GOSW on behalf of all the partners. This means that SDC has no direct influence on the final content of the LAA, except insofar as it should, under the terms of the draft guidance, be approved by each participating local authority's Full Council, in line with adoption procedures for the Sustainable Community Strategy.
- 6.2. The South Wiltshire Strategic Alliance Board discussed the new Wiltshire LAA at its meetings on 11 November 2007 and 30 January 2008. The results of the 11 November workshop are attached at Appendix 3. The conclusions from this discussion informed subsequent discussions at the Wiltshire Strategic Board, including the special meeting on the LAA held on 11 February 2008.
- 6.3. Cabinet members are reminded that the top three priorities agreed for the South Wiltshire Community Strategy 2004-09 for Alliance partners working in partnership were:
- Crime and anti-social behaviour
  - Affordable housing
  - Access to services

Overall, it is felt that the current ambitions and priorities do reflect the above priorities for South Wiltshire. The current Wiltshire ambitions are much more closely aligned with the South Wiltshire priorities than the previous LAA. Access to services is the only priority that has not been reflected as an ambition in its own right. The theme of access to services is reflected to some extent in the 'Resilient communities' ambition, as well as the 'economic growth' ambition.

- 6.4. The most recent consultation on community priorities was carried out at the end of 2007 as part of the LDF Core Strategy consultation, 'Our Place in the Future'. This showed the following top 10 priorities for local residents (highest priority first):
- Reducing crime and antisocial behaviour
  - Repairing roads and pavements
  - Providing support for post offices, shops and services in rural villages

- Reducing traffic congestion
- Providing sheltered housing for older people
- Providing more affordable decent homes
- Improving public transport
- Improved access to health services
- Improved activities for teenagers
- Providing education and learning opportunities

6.5. The recently published Social Inclusion Review for South Wiltshire highlights the pockets of deprivation in the district where it may be appropriate for partners to take concerted action and set local targets. The need to target action in areas of deprivation appears to have been taken on board in the proposed approach, through the 'reaching people and places' criterion (see para 5).

6.6. SDC officers have been closely involved in developing the proposed priorities and actions for the resilient communities, affordable housing and safer communities ambitions.

## 7. Timetable

7.1. The current timetable is set out below, but it will be subject to change.

Date	Action
12 Mar 08	GOSW LAA Roundtable meeting Workshop/Challenge planning
17 Mar 08	WiSB – update
28 Mar 08	½ day workshop with lunch to forward challenge process and refine LAA
End of Mar 08	Further NIS Guidance and publication of reward model Departmental guidance on target setting  Final 35 indicators (+16 DCSF) are submitted to CLG and negotiations on individual targets begin
Sometime during March/April	Wiltshire Forum of Community Area Partnerships – Meeting for Community Area partnerships to inform on LAA (including Market Place)
April	County-wide seminar for all district and county members on the LAA
22 Apr 08	WCC Cabinet update
9 May 08	WISBEx update
13 May 08	Near final LAA draft to be approved by Council
30 May 08	Wilts submit final LAA to GOSW
6 Jun 08	GOSW submit final LAA and submission to CLG
Jun 08	LAA Negotiation concluded Clearance of LAAs in Whitehall and Ministerial sign off

7.2. As part of the approval process for the LAA, a report will also be made to the County Council as the Accountable Body, and as part of that through the joint implementation arrangements for the transition to the new unitary council for Wiltshire.

**8. Options for consideration:**

8.1. It is a statutory requirement for the Council to co-operate in the negotiation and delivery of the Local Area Agreement.

**9. Consultation Undertaken:**

9.1. Discussions at South Wiltshire Strategic Alliance Board meetings on 11 November 2007 and 30 January 2008.

9.2. 'Our Place in the Future' public consultation on community priorities.

**10. Recommendations:**

Cabinet is recommended to:

- a) Consider the current proposals and highlight anything significant that is missing or of low priority and also identify any additional aspects it would like included in 'challenge' (paragraph 5.2 above).
- b) Request that officers continue to work with the district and county-level strategic partnerships to determine possible priorities for inclusion in the new-style Local Area Agreement.
- c) Ensure that the council's Corporate Plan reflects any actions that are signed up to as part of the LAA process.
- d) Receive a further report on the near final draft LAA at its April meeting, for consideration by full Council in May.

● **Background Papers:**

The full LAA guidance is available from the Department of Communities and Local Government website at: <http://www.communities.gov.uk/publications/localgovernment/negotiatingnewlaas>

- Information on the new national indicator set is available from :  
<http://www.communities.gov.uk/localgovernment/performanceframeworkpartnerships/nationalindicators/>
- LGA 'councillor's guide to the new Local Area Agreements':  
<http://www.lga.gov.uk/lga/publications/publication-display.do?id=20572>
- The South Wiltshire Community Strategy is available at  
[www.salisbury.gov.uk/community\\_strategy.pdf](http://www.salisbury.gov.uk/community_strategy.pdf).
- The Wiltshire Sustainable Community Strategy is available at  
<http://www.wiltshire.gov.uk/sustainable-community-strategy-for-wilts-2007-2016.pdf>
- The South Wiltshire Social inclusion review is available at [www.salisbury.gov.uk/social-inclusion-summary.pdf](http://www.salisbury.gov.uk/social-inclusion-summary.pdf)
- Papers from South Wiltshire Strategic Alliance Board meetings are available at  
[www.salisbury.gov.uk/swsa](http://www.salisbury.gov.uk/swsa)
- Papers from Wiltshire Strategic Board meetings are available from  
<http://www.wiltshire.gov.uk/council/wiltshire-strategic-board.htm>

**11. Implications:**

- **Financial:** There is no separately identified funding attached to the LAA, and Local Authorities are expected to align mainstream funding towards LAA targets. There is likely to be an element of Reward Grant that the government will pay for achievement of targets in the LAA, and details of the scheme are awaited.

- **Legal:** It is a statutory requirement for the Council to co-operate in the negotiation and delivery of the LAA. The Council must when exercising its functions have regard to each improvement target included in the LAA and approved by the Secretary of State which relates to those functions.
- **Human Rights:** None at this stage.
- **Personnel:** None at this stage.
- **Community Safety:** The LAA will contribute to improving community safety through Ambition 5.
- **Environmental:** The proposal is based around resilient communities and the cross-cutting approach will contribute to sustainability. It also specifically includes 'high quality, natural environment that enriches the lives of people' and 'tacking climate change'.
- **ICT:** None at this stage.
- **Equality and Diversity:** The proposal aims to support particular groups of people and this is outlined in sections headed 'places and people'.
- **Council's Core Values:** The LAA will support several of the council's core values, in particular: excellent service; a thriving local economy; fairness and equal opportunity for all; meeting local needs especially those of disadvantaged groups and individuals; and working together with other public, private and voluntary sector organisations to develop a better, more sustainable district.
- **Wards Affected:** All

## Appendix 1: Shared understanding of terms

Terms such as 'measure' and 'target' are sometimes used differently. The box below is intended to help us to develop a shared understanding. The second box outlines some of the dangers of using targets inappropriately.

**Ambition** – describes what we want to achieve for Wiltshire

**Places** – the areas of Wiltshire that are likely to be targeted for action, eg because of characteristics such as deprivation or rural isolation.

**People** – the 'types' of people that the action is intended to particularly support eg older people, disabled people, families, on low income, from minorities, socially excluded, or the so called 'hard to reach' (sometimes it is us that are hard to reach!).

**Action** – the key activities we intend to carry out to help achieve our ambitions. The Agreement will show who takes responsibility for planned action so we will be able to monitor progress.

**Measure** – there are generally two types of measures:

- Operational measures used by teams to help manage their services – these tend to be detailed and short term and relate to things such as the time taken to provide a service.
- Results measures used to show how things are changing – such GCSE results, perceptions of anti-social behaviour, satisfaction with a local area. The measures in the Agreement are likely to be 'results' measures.

The National Indicator Set contains 198 national indicators (NIs) that will be used by government and inspectorates to measure the work of local government with its partners. Many of these will be important to Wiltshire and useful in our Local Agreement for Wiltshire.

**Target** – a target is a level of performance which we aim to achieve/maintain and is usually numerical. Targets will be agreed with government for the LAA.

**So what's the problem with targets?** Targets can be very useful to get a shared understanding of the level of performance desired, help quantify ambition and encourage action to achieve that ambition. But care is required:

- targets can be unhelpful if set inappropriately – eg not specific, measurable, achievable, realistic or time constrained – and so seem unachievable or vague and actually discourage good performance.
- targets that measure the wrong thing may lead to action that is detrimental to overall ambitions. Consider a target to increase the numbers of people travelling by bus – it seems like a good idea but if there is a wish to reduce all road travel (lower pollution, congestion, accidents, noise, etc) then action designed only to increase bus use may not reduce levels of overall travel. Similarly, a target to process applications quickly may result in passing those with missing data or errors, leading to poorer service overall.



## Appendix 2: Proposals for Wiltshire's Local Agreement 2008

### Summary of draft Ambitions and Action

Many people and organisations have contributed to this, coordinated through the following:

- Children & Young People's Trust Board
- County Council
- District Council Housing Officers and the developing partnership
- Health & Wellbeing Partnership
- Primary Care Trust
- Safer Wiltshire Executive
- Stronger LAA block, with information from the Social Inclusion Partnership, community areas, and the developing culture partnership
- Wiltshire and Swindon Renewable Energy Forum
- Wiltshire Biodiversity Partnership
- Wiltshire Strategic Economic Partnership
- Wiltshire Waste Partnership
- Wiltshire Wildlife
- WiSBEx

**Local Area Agreement:** A selection of indicators (NIs) from the National Indicator Set will be used to help measure progress against our ambitions. A small number of these will be negotiated with government and included in the LAA, alongside 16 statutory education and early years NIs.

### Ambitions

**1. Build 'resilient communities' with high social capital through people feeling socially included, enabling people and communities to build skills, abilities, knowledge and confidence to take effective action and play leading roles in the development of their communities and thereby enhancing their quality of life.**

Places and people: Action will be implemented as appropriate across the 20 community areas through working with people in the community, and stakeholders. People: who are socially isolated/excluded and those referred to as 'hard to reach'. Contributes to social, economic and environmental sustainability.

Action:

In order for people in communities to own actions to enable them to feel socially included the action listed here cannot be prescriptive. There will be different needs in each community and potentially in different parts of larger communities.

1. Run events in an agreed number of communities to get local community views of actions required including listening to those who often don't get asked or heard, and develop an achievable work-plan for each community consulted. (Community Plans and Parish Plans will also inform these activities). Possible actions from, limited stakeholder engagement include:
  - Establish a Wiltshire Financial Inclusion Task Force which will provide access to affordable credit, provide access on debt management, provide increased access to banks and can empower people to prevent over-indebtedness.
  - Establish a Wiltshire Equalities Organisation to promote the six equalities providing information, advice and guidance.
  - Deliver sport and physical activity projects, in community areas that are accessible for all via WASP (see WASP action plan)
  - Discuss with rural communities ways to improve their access to essential services.
  - Deliver local actions to address environmental issues

- Invest in a robust volunteering infrastructure to support greater participation in regular volunteering across Wiltshire
- Seek community engagement in intergenerational cultural activities

[Resources will be found by working together, realigning resources and funding via grants not accessible to statutory partners].

2. People feel that statutory partners are listening and enabling them to make a difference where they live, by: ensuring greater customer focus, building a model of partnership working that is inclusive and equitable and enabling One Council for Wiltshire to develop a positive culture.
3. Take forward the review of the relationship between the voluntary and community sector and public services to ensure that this is strong and effective and the voluntary and community sector has a strong voice.
4. Action from the Wiltshire Children and Young People's Plan 2008-2011, for example taking action to improve educational attainment and narrow attainment gaps in the County, particularly focussing on groups vulnerable to underachievement such as children looked after; and to enable young people to participate in a broader range of positive activities and play, and to be involved in service development and delivery.

## 2. Improving affordable housing

Places and people: Households who are unable to afford to access the private housing market to secure a suitable home; older people seeking to move to a more suitable home so as to continue living independently; young people requiring accommodation with support; vulnerable households living in poor quality private housing.

(Throughout the workshop reference was made to specific client groups e.g. Gypsies and Travellers, Ex Offenders, The Young, The Elderly and Migrants. It will be seen that the above actions and ambitions do not make reference to any single needs group as it was felt that on the evidence presented at the meeting there was no one group that was identified as having greater needs or a more significant risk factor than any other. However, if it was felt that there is/are needs groups that should be specifically referenced in the Ambitions and action, then we can consider this.)

### Action:

1. More New Affordable Homes: to enable a significant and lasting increase in the amount of affordable homes together with the improved delivery of new homes to meet the economic and housing needs of the county's strategically significant centres. (in particular at Trowbridge, Chippenham and Salisbury)
2. Helping Homeless people: to reduce the number of people facing homelessness by offering `genuine alternative housing and support options.
3. Greener and accessible affordable homes: to ensure that through good design we create more lasting homes; homes that are environmentally friendly and homes that will support independent living.

Initial list of measurable activities to support the action above:

New sustainable affordable homes: To enable the completion of XXX new affordable homes by 2011 and XXX in each year between 2011 and 2013. These will meet with at least level three of the Code for Sustainable homes, with at east 10% meeting level 4. In addition where physically possible these will be life time homes.

New homes: To enable the completion of XXXX new homes by 2011 in particular at Trowbridge, Chippenham and Salisbury and for further XXXX to achieve a detailed planning consent each year up to 2013.

Housing and Land supply: To identify sufficient land to deliver XXXX homes between 2011 and 2016

Public Land Audit: To carry out an audit by 31 December 2008 of land held by the local authorities in Wiltshire, other public bodies and housing association partners to identify sites where Affordable Homes could be built up to 2011

Bed and Breakfast: To end the use of bed and breakfast accommodation for all homeless households by XXXX

Temporary accommodation: To halve the use of Homeless temporary accommodation between 2008 and 2011

Rural affordable homes: To deliver xxx new affordable homes in rural settlements below 3000 population.

Achieving and maintaining independent living: To increase the number of vulnerable people achieving and maintaining independent living in the community. [see ambition 3.1, action 1]

## **LIVES NOT SERVICES (1)**

### **3.1 Support more people in Wiltshire to have independent and fulfilling lives as part of their local community.**

Including:

- Providing services that people need to help them stay in their communities
- Improving access to community based alternative services
- Supporting more carers
- Providing more direct payments and individual budgets for people to manage their own care
- Supporting more disabled people into employment
- Improving access to services for people with dementia
- Reducing unnecessary delays in and emergency admissions to hospital
- Providing quality housing options (see also Housing ambition)

Places and people: All community areas. Particular focus on older people, and disabled people  
Contributes to social, economic and environmental sustainability.

Action:

1. Improve the 'whole system' across NHS and social care to provide: more local services; more rehabilitative services; more appropriate therapy input into acute hospitals; more alternatives to long-term care (e.g. appropriate housing; assistive technology). (benefits: reduce delays in acute hospitals, reduce length of stay and prevent unnecessary emergency admissions) [see ambition 2]
2. Improve access to assessments and services for carers of adults, young people and children. This will involve: more training for staff; promoting the take-up of a carers' emergency card; improving access to assessment and services for carers from BME communities; providing more respite care and flexible alternatives to traditional day care and respite care; providing information and advice to help support carers to maintain or re-enter employment; support carers in relation to the personalisation agenda.
3. Support more people and families through direct payments and individual budgets to manage their own care; establishing an Individual Budget pilot for people to arrange their care through individual budgets (yr 1); evaluating Individual Budget pilot (yr 1) and use information to set targets for future

years; increasing take-up of direct payments, by simplifying existing processes, undertaking more staff training and improving support for service users who may want a direct payment.

4. Support more disabled people into the world of employment, including: supporting the establishment of social enterprises; assisting more disabled people into sustained employment; commission mental health specific vocational services contracts; developing and promoting volunteering; changing focus to integrated employment; completing a Commissioning strategy for physical impairment services; complete a Commissioning strategy for learning disabilities services. [See ambition 4 action 3]
5. Improve information about services and access to services for people with dementia: develop a Wiltshire Dementia Strategy
6. Improve access to primary care services for people with learning disabilities.
7. Based on the findings of the Joint Strategic Needs Assessment, develop models for improving local community support and engagement for older people and people with disabilities
8. Improve services for disabled children and young people. This will include more flexible support, wider use of direct payments, improved transitions pathways to adult services and ensuring that children and young people, parents and carers have more opportunity to shape the service they receive and to influence services that are developed in the future.

## **LIVES NOT SERVICES (2)**

### **3.2 Support families to provide the strong foundations for children and young people's development**

Places and people: Places: deprived communities to reduce inequalities in health, including lower *super output areas*: John of Gaunt - Studley Green; Trowbridge Adcroft – Seymour; Salisbury St Martin – central; Salisbury Bemerton – west; Trowbridge Drynham - Lower Studley; Salisbury Bemerton – south; Westbury Ham – west; Melksham North - north east; Melksham North - south west; Calne Abberd – south; Wootton Bassett North – central; Chippenham Queens – east; Devizes North – east; Trowbridge Drynham – central.

People: Young people; Families; Those living in deprived areas; Vulnerable people. Contributes to social, economic and environmental sustainability.

#### Action:

1. Implement a Brief Intervention training package, which encourages people to make lifestyle changes that will have a positive impact on their health.
2. Development of Health Trainers programme in deprived communities in Wiltshire. (motivate and help people to goals by developing personal health plans, give practical support and identify with the individuals their barriers to change). [Resources possibly available, needs further exploration]
3. Development of community initiatives to encourage people to make healthier choices. This might include: Let's get cooking; Green gyms; Walking for health; Buddy schemes. [Resources possibly available, needs further exploration]
4. Improve children and young people's services that promote the acquisition of 'resilience' so that young people are better able to resist stress and adversity and cope with change and uncertainty.
5. Support children and young people to make informed choices to reduce the instances of obesity, teenage pregnancy and substance misuse.

6. Provide preventive support and help children & young people with emotional & behavioural and other mental health problems through effective local community-based services, and for those requiring specialist help support through the Specialist Child & Adolescent Mental Health Services.

### **LIVES NOT SERVICES (3)**

#### **3.3 Enable individuals to make informed choices to improve their long term health and well being and reduce 'All Age All Cause Mortality'**

Places and people: Places: focus on the most deprived areas in Wiltshire: John of Gaunt - Studley Green; Trowbridge Adcroft – Seymour; Salisbury St Martin – central; Salisbury Bemerton – west; Trowbridge Drynham - Lower Studley; Salisbury Bemerton – south; Westbury Ham – west; Melksham North - north east; Melksham North - south west; Calne Abberd – south; Wootton Bassett North – central; Chippenham Queens – east; Devizes North – east; Trowbridge Drynham - central

People: Young people; Families; Those living in deprived areas; Older people; Vulnerable people.

Contributes to social, economic and environmental sustainability.

#### Action:

1. [ As action 1 in Support families above - Brief Intervention training package]
2. [ As action 2 in Support families above - Health Trainers programme]
3. Develop programme of referral schemes in Wiltshire. [Resources possibly available, needs further exploration]
4. Implementation of screening programmes in Wiltshire: Universal Chlamydia Screening programme for under 25s in Wiltshire; Bowel screening programme; Aortic aneurysm.
5. [ As action 3 in Support families above - community initiatives]
6. Reduce road traffic accidents in Wiltshire by understanding the reasons for high rates of serious injury and death as a result of road traffic accidents in Wiltshire and implementing measures to reduce the rates of accidents/serious injuries/ deaths in Wiltshire by basing interventions on the evidence that exists in relation to this. [Existing resources in terms of staffing, additional resource may be required to implement actions to reduce accidents]
7. Implement a scheme of preventative work, including early intervention, across Wiltshire (children and adults) to influence the main causes of ill health and early death. This will focus on: Cardio-vascular disease, including coronary heart disease and stroke; cancers; and link to major issues of public health concern including smoking and obesity. [Resources available but additional sources may need to be secured].
8. Work with particular communities in Wiltshire, in our most deprived areas, to understand their health needs and what they require to support them in avoiding ill health. The actions that will be undertaken on this will depend on the outcome of work within these communities. [Funding will need to be secured, possibly from a range of sources, to implement activity. However, resources might already be available to undertake initial work within communities where we know there are high health needs or to identify communities where this might be the case.]
9. Develop systems for advice and support for all people in Wiltshire on options for meeting future care needs.

#### 4. Wiltshire exhibiting a positive and sustainable environment for economic growth

This will be achieved by putting in place the support structures by which the sustainable development of the economy in Wiltshire can be best realised, namely: easing tension within the labour market; improving the education and skills base of Wiltshire work-based population; providing the physical; infrastructure to encourage the development of the economy; and establishing the soft infrastructure to encourage the development of the economy

##### Places and people:

Places: Action 1: Wiltshire-wide services to small and medium sized businesses; Action 2: Tidworth, Luggershall, Durrington, Bulford, Wilton, Warminster and Lyneham; Action 3: to be determined; Action 4: Wiltshire-wide; Action 5: Workspace delivered in market towns, incubation facilities and centres of excellence at Porton Down and Tidworth, Rural Enterprise Centre feasibility results, if viable, will identify a suitable location in the County; Action 6: A350 corridor plus action strategies for the M4, A419, A36/A46, A303.; Action 7: Wiltshire-wide in identification of need. Phased delivery will be determined following data collation.

People: Action 2: military personnel and their dependents as well as the civilian population, Action 3: Hard to reach groups such as lone parents, workers over 50, people on incapacity benefit and young people Not in Education, Employment or Training (NEET), military dependents and ex-offenders; Action 4: Wide range of residents such as the skilled, recent graduates and transnational workers. Contributes to social, economic and environmental sustainability.

##### Action:

1. Improve business productivity through innovation: engage public and private organisations in taking the strategy forward into the delivery phase (benefits will be incremental from year 2 and should be viewed as part of long term delivery). [Resources not yet secured]
2. Realise the economic potential of the military presence in Wiltshire and assist in rebalancing the economies of communities which have a high dependence on the military presence through the resettlement of personnel and maximising the opportunities for new, high growth business start-up (first deliverables determined by the publication of feasibility work during 2008). [Resources not yet secured]
3. Tackle pockets of worklessness to assist with the provision of an adequate labour supply to meet business demands through raising skills levels including basic and employability skills and working with hard to reach groups e.g. lone parents; young people not in education, employment or training (NEETS); public service apprenticeships; over 50s; those on disability benefits; military dependents and ex-offenders. [See ambition 3.1 action 4]
4. Broadening the employment base of Wiltshire, increasing higher value and higher skilled jobs and extending Higher Education provision in the County. [some resources available]
5. Work with the private sector to provide adequate workspace and employment land provision to meet market needs including the provision of incubation space and the development of centres of excellence. This action will ensure that demand for land and space is met to reduce disinvestment, assist with new business start-up and indigenous business expansion. [some resources available]
6. Improving journey time reliability on strategic transport routes in Wiltshire - efficient movement of goods and people, and improve business competitiveness. [Resources dependent on Regional Transport Plan and associated funding]
7. Understand how key settlements can evolve/regenerate as thriving and vibrant economic poles. [some resources available]

## 5. Reduce particular crimes change behaviours and inform the public to bring about communities that are safe and feel safe

Places and people: 'Place' will change dependent on strategic assessment identification of which community areas to target for which particular interventions and which behaviours or incidents are taking place eg violent crime in town centres etc. People: groups evidenced to be vulnerable to victimisation eg pregnant women (DV) and young people 15-25; groups evidenced to commit most crime eg prolific offenders; groups most at risk of accidents eg fires and road casualty; groups most at risk of offending or substance misusing. Contributes to social, economic and environmental sustainability.

### Action:

1. Domestic violence:
  - Structured Domestic Violence regular case conferences across the range of public agencies and involvement of the third sector. To intervene and support victims at an earlier stage and to reduce repeat incidents.
  - Work with perpetrators of both domestic violence and other violent crimes – both by targeting and support e.g. through tracking and taking enforcement action against them and ensuring access to programmes such as drug treatment, life skills. Domestic violence perpetrator programmes
  - Commission appropriate range of services to support victims of violent crimes and their children
2. Road accidents and domestic accidents:
  - Reduce Road Traffic Collisions and fires: Education (Pre-driving education), Working with the Military, Intervention with Wiltshire Police at the time of a caution, working with first time and repeat offenders.
  - Promote and support safety in the home, particularly for the elderly and disabled people, to reduce all accidents including fires.
3. Drug and alcohol problems:
  - Earlier interventions for drug and alcohol problem users including through the criminal justice system, custody suites and Accident and emergency
  - Multi-agency training for front line children's services to ensure young person receives help and advice at first point of contact
4. Re-offenders and ex-offenders:
  - Join up services such as housing, education and health (particularly mental health and drugs and alcohol) to ensure the most appropriate and timely interventions for those small cohort of re-offenders committing the most crimes in Wiltshire and giving due regard to the prevention of the transition of young offenders into the adult criminal justice system.
  - Work with housing, employment and mental health and drug and alcohol services to provide support that is joined up, appropriate, timely and accessible to ex-offenders and making sure that individuals are rehabilitated back into communities.
5. Streetscene:
  - Weeks of Action – all public services visibly working together in communities on street clean ups, community events, safety messages, Neighbourhood teams to increase reassurance and feelings of safety and providing a "capable guardian" within the community to reduce crime and **anti-social behaviour**.
  - Agree partnership messages and activity in relation to ASB including things to do for young people, best use of Acceptable behaviour contracts and orders and other tools and intervention for causal factors of adult offending eg alcohol

- Joining up agency responses and co-ordination to **street and environmental** cleaning eg fly tipping, graffiti
  - Intergenerational work through (in particular) leisure and the arts
6. Provide consistent and regular information and **public reassurance** and communication with communities in respect of public services in general working effectively together and in particular in tackling crime, disorder and anti-social behaviour to increase the feelings of safety. Bring together these messages with those of other partnerships - Local Criminal Justice Board (LCJB) to ensure most effective use of resource and promotion of activities and successes around public confidence in the criminal justice system

*The Safer Wiltshire Partnership feels that this should be part of a wider overarching LAA communications strategy with key messages from each of the thematic partnerships*

## **ENVIRONMENT (1)**

### **6.1 Tackle climate change**

Places and people: Everyone who lives or works in Wiltshire needs to be involved in tackling the causes of climate change. Action would aim to engage the Wiltshire population in general with specific programmes working with hard to reach groups such as people with disadvantages due to educational attainment, language difficulties or lack of confidence about using the service. Adaptation to climate change brings opportunities, which will be promoted to the appropriate sectors. For example reduced international travel creates business opportunities within the county around recreation & tourism targeted at the domestic market. Adaptation action would focus on groups identified as vulnerable to climate change e.g. the elderly and very young. Contributes to social, economic and environmental sustainability

#### Action:

1. Increase uptake of energy efficiency and renewable energy measures by households businesses and institutions
2. Reduced carbon emissions from public sector business
3. Increased use of sustainable energy measures in new developments (encouraged by planning policy)
4. Reduced carbon emissions from transport through promoting and providing sustainable transport options.
5. Increased awareness of climate change adaptation leading to action being taken by individuals, communities and businesses
6. Creation of landscapes that enable wildlife to adapt
7. The reduction, re-use and recycling of household waste through increased participation by the community, including the hard to reach

## **ENVIRONMENT (2)**

### **6.2 A high quality, natural environment that enriches the lives of people**

Places and people: Wiltshire's exceptionally high quality natural environment is one of our greatest assets. It brings a range of social and economic benefits from supporting and encouraging healthy lifestyles to supporting the rural economy through tourism and recreation. Throughout the county we need to ensure that this natural asset is understood, conserved and enjoyed. We also need to ensure



that new developments both enhance it and allow greater access to it. Contributes to social, economic and environmental sustainability

Action:

1. Targeted conservation and enhancement of Wiltshire's biodiversity in line with the Wiltshire Biodiversity Action Plan and the South West Nature Map; in particular improve monitoring, advice, and management of County Wildlife Sites
2. Ensure high quality biodiversity information is readily available to decision makers.
3. Ensure that new developments are designed to provide for greater community cohesion, promote physical and mental health, reduce crime and enhance wildlife.

## **7. Working together, including the 'family of partnerships' and communities**

Places and people: The 'family of partnerships' will bring together a wide range of people from organisations throughout Wiltshire, including service commissioners, providers, and representatives of communities and users from the public, third and private sectors.

Action:

1. Implement the new arrangements for the 'family of partnerships' [to be considered by WiSB in March] to support the achievement of Wiltshire's ambitions. Conclusions from part 1 of the work with Tavistock concluded:
  - Some substantial progress has been made in identifying future partnership structures for Wiltshire, which have engaged a broad set of participants, although no actual changes to structures have so far been agreed
  - The lack of linkages between and agreed roles for different partnership structures undermines the commitment of partners and the authority and credibility of partnership work
  - The climate or culture for partnership working in Wiltshire continues to be difficult, despite the efforts of many individuals and some agencies. Although there is the basis for optimism in some areas, partnership work is too often dogged by lack of trust
  - In particular, there is a widely perceived lack of acknowledged, legitimated and committed leadership at the heart of partnership endeavours which could act as a focal point for efforts.

Discussions about the structure are continuing in the second part of the work. The key objectives for part 2 are to:

- Continue working with the Wiltshire partnership system as a whole on issues of culture, ways of working and links between the various partnerships
- Facilitate a conclusion to the discussion about the structure for a new family of partnerships in Wiltshire and the development of a programme to implement the agreed structure
- Support the thematic and geographic partnerships in pursuing and implementing the streamlining process

- Provide more support to the culture of partnership working, explicitly contracting to provide process consultation where we are in attendance, to support surfacing of disagreement, tensions and appropriate challenge

A summary of current thinking (this is work in progress and may change):

- **Assembly** (wide membership) - representation from Wiltshire's 20 community areas and the public, business and third sectors, including user and faith representation. Its role is deliberation and direction – considering evidence from Wiltshire's communities and other sources, including conflicting priorities, to identify and set ambitions for the sustainable Community Strategy and inform commissioning arrangements. (*Example of possible activity: the 20 community areas hold 'state of the area' debates which inform, with other evidence, the Assembly's 'state of Wiltshire' debate, leading to ambitions for Wiltshire.*)
  - **Wiltshire Strategic Partnership** (the Local Strategic Partnership) - a smaller group which brings together representatives from Wiltshire's delivery partnerships, community representation and selected others. Its role is coordination, challenge and evaluation – a cross cutting approach to join up action to achieve Wiltshire's ambitions, help resolve conflicting priorities and inform commissioning strategies. It will support the Assembly and may complete projects that do not fit into existing delivery arrangements, bidding for resources if necessary. (*Example of possible activity: developing the sustainable Community Strategy and joining up proposals to develop the Local Agreement for Wiltshire (LAW) and the Local Area Agreement (LAA) – which inform planning and commissioning for individual organisations and at the community level.*)
  - **Public Sector Board** (or 'Accountable Bodies Group') - leads from key public sector bodies. The place where the Council (as Accountable Body) holds the public sector to account for the National Indicator Set and the local agreements (LAW and LAA), and the public sector aligns its approach. (note: the composition of the group/board as still the subject of discussion) Role: public sector strategy and performance. (*Example of possible activity: consider proposals from the Wiltshire Strategic Partnership for action to support the LAW and LAA, including the use of public sector resources.*)
  - **Delivery partnerships** (sometimes called thematic partnerships) – partnerships, often set up under legislation eg Children and Young People's Trust Board, Safer Wiltshire Executive, Economic Partnership, (and new arrangements for strong and robust communities, for Housing and for Culture). The roles will vary to take account of statutory and other requirements, but will include responsibility for developing and overseeing delivery of action agreed in the LAW and LAA. (note: individual organisations have responsibility for some action in the LAW and LAA)
2. Establish community area boards to support local decision-making, public involvement, and strong local leadership by Councillors.

### Appendix 3: South Wiltshire Strategic Alliance Board discussion on priorities for the Local Area Agreement 2008-09

Board members were sent the national indicator set in advance of the meeting and asked to pick out their priorities for the LAA. At the meeting, the list of Government objectives which form the framework for the national indicator set was distributed (Public Service Agreements and Departmental Strategic Objectives – PSA and DSO). It was felt that at this stage in the discussions, it would be better to focus on the objectives rather than the individual indicators.

The Board broke up into 4 groups of 4 and each group discussed their priorities for 30 minutes. Each group then fed back and the priorities were captured on a flipchart as follows.

No. groups citing this as a priority	Priority	PSA or DSO ref.
4	Affordable housing	PSA 20, CLG DSO about quality of housing, NI 159 (supply of housing sites)
3	Safer communities, including perception of safety	PSA 23 and HO DSO (help people feel secure)
3	Educational achievement (but this objective should be covered by statutory targets)	PSA 10, PSA 11
2	A better transport network and better access to services through outreach, online services etc	DfT DSO (enhance access to jobs, services and social networks)
2	Cohesive communities	PSA 21
2	Children and young people - health and reducing child poverty	PSA 9, PSA 12, PSA 14
2	Environment – climate change (partners can raise awareness to change individual behaviour)	PSA 27
2	Health and well-being, especially for older people	PSA 17, PSA 18
1	Maximise employment opportunity for all	PSA 8 and DWP DSO

#### Comments:

- Priority for health is for children and young people and older people – invest at both ends.
- Older people need to be helped to stay fitter for longer through preventative work.
- Need to target areas of deprivation
- Choose priorities which we can influence and where get more ‘bang for our buck’
- We need a process for communities to engage. Will Area Boards achieve this or just involve the ‘usual suspects’? Parish planning has been extremely successful in South Wiltshire at engaging communities.
- Most of the issues highlighted as priorities – quality of housing, access to services, tackling climate change, etc can be addressed in the new housing developments to be built.
- Area committees need to be engaged in this discussion on the LAA priorities.
- We can tackle issues locally to achieve a strategic effect.