

Potential priorities and suggestions highlighted

Appendix 4

Theme	Main aim/focus	Potential priorities	Why important?	Evidence?	Existing plans, strategies, actions
Council	Fit for purpose	One Council, one culture	A single 'can do' culture underpins everything the organisation does. Employees need clarity of direction, motivation and purpose.	Anecdotal evidence that departments may be evolving their own sub-cultures that cut across 'What will we be like?' Future information from staff satisfaction surveys, recruitment and retention indices will provide more accurate picture.	People Strategy, One Council One Culture 'What will we be Like'?
		Improved public confidence and trust in the council	Confidence and trust is needed to develop a positive relationship with residents, and to increase their involvement in democracy and local area governance.	Widely reported decline in public confidence and trust in government institutions generally.	
		Support service and core business transformation	Transforming the business following transition to deliver efficiency improvements, rationalising property assets, improved commissioning and procurement, SAP exploitation, and maximising ICT	LGR promises and documentation	Workplace Transformation Programme, BMP/SAP, Shared Services, Procurement and Commissioning Reform, ICT Strategy, Property Strategy
		Front line service transformation	Transforming 'merged' services, opportunities for modernisation, change of approach, new service requirements	Lean service reviews	Independent Living, DCE Restructure, Waste Management, Leisure Review, Climate Change, Tourism Review
		Service harmonisation	Need for standard and consistent service provision across Wiltshire. At present customers pay same council tax but receive varying types and levels of service depending on where they live.	Differing policies and practices inherited from predecessor authorities. Different parts of the county have different levels of satisfaction with different council services. For eg there are high levels of satisfaction with refuse collection in north and south Wiltshire and low levels in west and east Wiltshire.	
		Pay harmonisation	Legal requirement. Need for equity and fairness in pay across the whole workforce. May have negative impact on organisation and staff morale.	Previous experience from predecessor authorities and elsewhere demonstrates that pay harmonisation can be very challenging.	
		Customer focus and improved access to services	LGR promise. A customer focused council delivers many benefits for both residents and the organisation in terms of meeting the needs and preferences of customers, and reducing waste and bureaucracy. Future trend of Increasing demands and expectations of customers.	Less than half our residents are satisfied with how our are services are run (47.5%) . Whilst low, this is greater than the England average.	Customer Access to Services Strategy
		Equalities	Introduction of a new national equalities scheme for local government.	Wiltshire has the second highest number of residents in the SW who believe people from different backgrounds get on well together in their area (63.1%). The highest level of discrimination relates to age.	Integrated equalities scheme. Cohesion Strategy (to prepare)
		Savings, efficiency, value for money	Financial crisis and pressure on public services. There is a need to fully understand our budget position, challenge existing delivery, and determine how we can reduce costs. A 20% reduction in government funding may occur over next 5 years. Targets could include to reduce the rate of increase in council tax every year working towards a zero rise (political mandate).	Reduced level of income / fees. Low government grant settlement. Less than a third of residents agreed the council provides good value for money services (30.3%) which is below the national average (33.3%). But, nearly three quarters of people felt informed about how their council tax is spent.	Lean Reviews, MTFS, budget planning process

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Family	Everybody matters	Improved health and wellbeing	Access to good health services is one of the most important aspects for making somewhere a good place to live.	82% of people in Wiltshire report they have good health, the highest rate in SW. Longer than average life expectancy 79.3 males 83.1 females compared to nationally 77.7 males 81.8 females. But there are variations and pockets of high deprivation where life expectancy is lower and more health issues occur. Overall rates of alcohol and drug abuse are low.	JSNA
		Increase the potential of young people	Issues faced by young people include unemployment and NEETs, skills, housing, health etc. Activities for children - identified as important in making somewhere a good place to live and also one of the services most in need of improvement. The lack of activities can lead to potential crime-related problems, anti-social behaviour, effect on rest of society.	Key issue from Wiltshire Place Survey. There are around 600 16-18 year olds who were not in education, employment or training (NEETs). This represents approx 6.5% of all 16-18 year olds. There is a slowly increasing number of NEETs.	
		Closing the gap in educational attainment	Political mandate - deliver a major investment programme to support providing excellence and choice in education. Need to narrow attainment gap for children with special educational needs and those in receipt of free school meals and the attainment level between schools.	53.2% of Wiltshire pupils achieved GCSE results of 5 or more grades A* to C (inc maths & English) compared to 47.6% nationally. After a period of static results, Wiltshire's score appears to be improving at a greater rate than nationally. However, there are wide variations between schools with some performing extremely well whereas others underperform significantly. Whilst Wiltshire has a higher than average proportion of residents holding degree level or higher qualifications, there is still around 25% who hold very low level qualifications (none or NVQ 1)	
		Reduce child poverty	Government priority. Intend to place a new duty on local authorities to work with partners to lift children out of poverty.	Extent of child poverty in Wiltshire? The Index of Multiple Deprivation 2007 shows that Wiltshire has around 10,400 income deprived children out of xx children in the county.	Child Poverty Needs Assessment (in preparation)
		Improve child protection arrangements	Impact of baby P case on public perceptions, new legislation, recruitment of staff, resources etc	Good current performance. The Council supports around 2,500 children in need, of which 330 children and young people are directly looked after by the authority.	Children and Young People's Plan and supporting strategies
		Working with partner agencies	Shared goals and resources with partners, concerted effort to resolve problems, efficient use of public service resources	Performance on specific areas, LAA progress, development of shared resources	LAW, Unitary Plus, Total Place projects
		Support for vulnerable families	A small number of families absorb an excessive amount of public service resource, scope for early and concentrated intervention to help unlock potential rather than focusing on problems.	Families with multiple issues - extent of problem in Wiltshire?	Think Family, family intervention programme, Total Place initiative (?)
		Transition between children's services and adult services	Need for a seamless transition.		'Stage not age'

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		Adult social care - promoting independence, choice and control	Ageing population will make adult social care unsustainable in long term. Green Paper on funding in adult care. Need to reduce dependency on public services and use preventative approaches to promote independence and wellbeing .	Projected significant increase in residents aged over 85 and those with long term health conditions. Potential impact on numbers of people requiring care services.	FOCUS - transformation of adult social care. Wiltshire accommodation strategy for older people
Community	Strong and resilient	Embedding local area governance	LGR promise. Empowering local communities, increasing engagement, ensuring communities have a voice and local influence.	Less than a third of residents agreed they could influence decisions affecting local area (31.9%). But this is higher than the national average (28.9%) and is the second highest in the SW. Around 30% of residents said that they would like to be more involved in local decision making. This was again higher than the national average. Finally about 16% said they had been part of a group making local decisions (parish council, tenant group etc) in the last year and again higher than the national average.	Area Board Handbook
		Support the voluntary sector	Voluntary organisations have a crucial contribution to building social capital, and increasing self-sufficiency in communities	There is a positive environment for a thriving voluntary sector in Wiltshire (national survey of voluntary organisations 2009). Around 30% of residents say they regularly (at least once a month) give unpaid voluntary help to others. This is higher than the national average of 23%.	VCS Compact (under review)
		Building social capital			
		Enhanced community leadership			
		Promoting culture and leisure	Builds social capital by giving people a sense of belonging, engenders local pride and encourages active participation in sports and other cultural activities. Wider benefits include attraction of visitors and provision of jobs.	There are 23 council leisure centres in Wiltshire.	
		Improving community safety	Levels of crime is one of the most important aspects for making somewhere a good place to live. Perceptions of crime, especially ASB can be high in some areas.	Wiltshire is the fourth safest county in the country in respect of recorded crime. Recorded crime rates for most offences continues to fall. Around 93% of residents felt safe when outside during the day and 63% felt safe after dark. This last figure compares to approx 49% nationally. Looking at perceptions of anti-social behaviour, 12.5% of residents thought ASB to be a problem compared to 20% nationally.	Community safety plan
		Tackling deprivation	Hidden deprivation in pockets.	Looking at the Index of Multiple Deprivation, there are 4 areas which appear in the 10% most deprived areas nationally.	Index of Multiple Deprivation
		Reduce rural isolation	Significant form of deprivation affecting Wiltshire	Long term decline of rural facilities - shops, post offices, primary schools etc. Other issues in respect of mobile phone network coverage, broadband access. But improved public transport access to villages and mobile services	Rural facilities review

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Place	Clean, green and safe	Improve road and pavement maintenance	Political priority - improve the condition of roads by increasing the maintenance budgets. Road and pavement repairs were identified as important in making somewhere a good place to live.	The Council maintains approx 4,400 km of roads in Wiltshire. Long-standing public dissatisfaction with standard of road maintenance, road safety, and journey times. Road repairs - service identified as most in need of improvement in many surveys. The Peoples Voice panel in 2008 indicated that maintenance of roads had the highest levels of dissatisfaction (69%). When people were asked which services should have more money spent on them, maintaining roads was by far the most common choice at 72%.	Procurement of highways contracts
		Reduce traffic congestion	Traffic congestion - a service identified as most in need of improvement.		
		Managing transport	Significant and escalating costs of support to subsidised transport	Almost half of all bus services in Wiltshire depend on financial support from the Council.	Passenger transport review
		Support to the economy during recession	Political priority. The local economy provides jobs, wealth, minimises out-commuting etc. The recession has a potential negative impact on businesses and people in terms of closures, high debt levels, unemployment, house repossessions etc.	Lower growth levels than regional and national average. Business confidence has fallen during 2009 with many expecting lower turnover, profits and reducing staffing levels. Unemployment is lower than regional and national averages but higher rates exist in some areas including Trowbridge, Calne, and Westbury. 25% of working population have little or no qualifications. Around 16% of businesses have reported skills gaps in the workforce in Wiltshire.	George Bright report, Credit Crunch survey, Action for Wiltshire programme, Regeneration review
		Town centre regeneration	Political priority - work to enhance and regenerate town centres and villages. Long term sustainability of market towns.	Derelict sites. Empty shop units. Lack of long term investment in some centres.	
		Reducing environmental impact - climate change, CO ² reduction	Significant long term impact of climate change and global warming. Risks of extreme weather including flooding likely to increase in future. Financial implications of carbon trading and the implementation of the statutory carbon reduction commitment.	Significant public concern about climate change. Climate Change Act 2008 with target of 80% reduction in green house emissions by 2050. Wiltshire's carbon footprint was 8 tonnes per resident compared to 7.3 tonnes in the SW (2006).	Stern Report 2006, Adaptation Strategy, Climate change strategy (in preparation)
		Waste and recycling	Political priority - extend plastic and cardboard recycling facilities across Wiltshire. There are currently four different approaches to collection and recycling across Wiltshire which need to be harmonised. Unsustainable disposal of waste in landfill sites. Limited future capacity in landfill sites. Significant financial penalties - landfill tax will rise from current £40 per tonne to £72 per tonne by 2013.	Currently handle 226,000 tonnes of waste each year. The amount of waste being generated is no longer on an increasing trend. Good recycling rates.	Waste Core Strategy. Waste review
		Producing a robust LDF	Political priority - right to determine allocation and location of housing and traveller sites. Preparation of LDF is a statutory requirement. Spatial plan that will affect the provision of many services in the future		LDF core strategy (in preparation), Regional Spatial Strategy
			The quality of the environment and access	Good local environment across most of Wiltshire. There	

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		Street scene - litter and cleanliness of streets	Front line service that has a major impact on the reputation of the Council. Also, clean streets are considered important in making somewhere a good place to live.	Litter picking - service identified as most in need of improvement. CAA highlighted issue.	
		Meeting housing needs	The high cost of property in area and the restricted availability of social housing for those most in need.	Wiltshire house prices are 10% higher than national average (July 2009 £171,655 compared to £155,885 nationally). But gap is closing and recession has caused house prices to drop. Around 400 people were accepted as homeless last year. There are around 7,100 applicants on our waiting list for an affordable home.	LDF, Housing PFI