

AGENDA

Meeting: Cabinet
Place: Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Tuesday 21 April 2015
Time: 10.30 am

Membership:

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

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Part I

Items to be considered while the meeting is open to the public

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

1 Apologies

2 Minutes of the previous meeting (*Pages 5 - 14*)

To confirm and sign the minutes of the Cabinet meeting held on 17 March 2015, previously circulated.

3 Declarations of Interest

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

4 Leader's announcements

5 Public participation and Questions from Councillors

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Questions may also be asked by members of the Council. Written notice of questions or statements should be given to Yamina Rhouti of Democratic Services by 12.00 noon on Wednesday 15th April. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 Actions to Recruit and Retain Social Workers - Update Report (*Pages 15 - 30*)

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

7 Wiltshire Energy Resilience Board (*Pages 31 - 38*)

Report by Dr Carlton Brand, Corporate Director.

8 Wiltshire Alcohol Strategy 2014-18 (*Pages 39 - 108*)

Report by Maggie Rae, Corporate Director.

9 SWLEP Assurance Framework (*Pages 109 - 168*)

Report by Dr Carlton Brand, Corporate Director.

10 Urgent Items

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

Part II

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

None


The items on this agenda reflect the key goals of Wiltshire Council, namely 'To protect those who are most vulnerable', 'To boost the local economy – creating and safeguarding jobs' and 'To support and empower communities to do more for themselves'.

CABINET

DRAFT MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 17 March 2015.

Cllr John Thomson	Deputy Leader and Cabinet Member for Communities, Campuses, Area Boards and Broadband
Cllr Fleur de Rhé-Philipe	Cabinet Member for Economic Development, Skills and Strategic Transport
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Jonathon Seed	Cabinet Member for Housing (excluding strategic housing), Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning (strategic and development management), Property, Waste and Strategic Housing
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Systems Thinking, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services), Heritage & Arts and Customer Care

Also in Attendance: Cllr Jon Hubbard, Cllr Mark Packard, Cllr Richard Gamble, Cllr Richard Clewer, Cllr Alison Bucknell, Cllr Stewart Dobson, Cllr David Jenkins, Cllr Simon Killane, Cllr Magnus MacDonald, Cllr Horace Prickett, Cllr John Walsh, Cllr Julian Johnson, Cllr Bridget Wayman and Cllr Jerry Wickham.

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

25 **Apologies**

Apologies were received from Councillors Jane Scott and Keith Humphries.

Councillor John Thomson, Deputy Leader in the Chair

26 **Minutes of the previous meeting**

The minutes of the meeting held on 10 February 2015 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 10 February 2015.

27 Declarations of Interest

There were no declarations of interest.

28 Leader's announcements


There were no announcements.

29 Public participation and Questions from Councillors

There were no requests for formal participation.

Councillor Stuart Wheeler referred to a question from Councillor Jon Hubbard from the last Council meeting in respect of the living wage to which he had provided Councillor Hubbard with a written response.

30 Car Parking Review

 The Deputy Leader, Councillor John Thomson, presented a report which sought Cabinet's approval of the revised Wiltshire Local Transport Plan (LTP) 2011-2026 – Car Parking Strategy.

In the course of the presentation by officers and the discussion, the issues discussed included: that over 14,000 comments had been received as part of the consultation; that the previous strategy was developed in 2010; an outline of the methodology used; how members of the public and Scrutiny Members had been engaged; how the review sought to deal with recent changes to Central Government policy and guidance; how initiatives could be trialled; how assets had been identified for possible review; the statutory process required for Traffic Regulation Orders (TROs); how community stakeholders could be engaged; the impact of the proposals on different communities; that the implementation of new technology should be gradual; and how the review benefited from considering the experience of other authorities.

Councillor John Walsh referred to the work of the Scrutiny Task Group, and drew particular attention to the impact of the proposals in the Salisbury area. He proposed, in his personal capacity, to Cabinet that they defer implementation of the proposals in Salisbury to enable a review of the bus services in the area. Councillor John Thomson stated that a delay in implementation would not be advisable and that the proposals had support of the Business Improvement District group in Salisbury, and that, unlike other communities in Wiltshire, Salisbury had Park and Ride scheme that visitors were encouraged to use.

In response to a question from Councillor Jon Hubbard, Councillor John Thomson stated that he was open to discussions from the communities that wished to take over specific car parks, and that he felt that the council should be able to take a sufficiently flexible approach to address any financial planning

issues that would prevent communities from meeting their aspirations in this matter.

In response to a question from Councillor Jon Hubbard, Councillor John Thomson stated that he would give a written answer regarding the different rates for annual permits in Calne, Melksham and Chippenham, and that if there was a discrepancy, the matter could be reviewed.

In response to a question from Councillor Alison Bucknell, Councillor John Thomson stated Blue Badge holders would not be charged for parking. Councillor Bucknell, as portfolio holder for Equalities, welcomed the inclusion of the Equalities Impact Assessment in the report papers.

In response to a question from Councillor Stewart Dobson, Councillor John Thomson stated that the Council would consider ways to spread the cost of annual permits to help make it a more affordable option for lower-paid workers.

In response to a question from Councillor Stewart Dobson, Councillor Stuart Wheeler stated that the car park at Savernake Hospital was owned by the NHS but was managed by the Council.

In response from a statement from Councillor Simon Killane, Chair of the Overview and Scrutiny Committee, Councillor John Thomson stated that recommendations to the Cabinet had taken the views of the Scrutiny Panel into account.

Councillor John Thomson, in moving the recommendations, drew the meetings attention to the addendum which amended recommendation xii. He also added his thanks for the hard work of the officers in supporting the review, a sentiment that was widely supported by those in attendance.

Resolved

To approve the revised Wiltshire Local Transport Plan 2011 – 2026: Car Parking Strategy (Appendix 1) including the following:

- (i) Support the concept of setting parking charges on a car-park-by-car-park basis (as per Policy PS3 - Parking Charges) rather than on a 'banded' or Wiltshire wide approach (i.e. all towns have the same charges).**
- (ii) Approve the recommended parking charges (Monday – Sunday) as set out in Appendix 9 for implementation in 2015/16.**
- (iii) Agree that a full review of parking charges will be undertaken by the Council at approximately five year intervals based on the factors outlined in Policy PS3 and delegates authority to the Associate Director for Highways and Transport in consultation with the Cabinet**

Member for Highways and Transport to undertake any necessary annual interim reviews of parking charges at a car park or town level.

- (iv) Note that over 5,000 individuals and organisations responded to, and took part in, the public consultation.**
- (v) Note the submission of a petition for 'One hour free parking in Wiltshire Towns' signed by 3,750 people but agrees that the issue of possible exemptions to charging, including first hour free parking, has been adequately covered in the review.**
- (vi) Support the approach to implementing new technologies as set out in paragraphs 18 to 24.**
- (vii) Note that due to the volume of consultation responses received only the majority or main consultation points have been fully considered at this time; the analysis and consideration of more detailed points will be undertaken in liaison with town councils, BIDs and other interested parties during 2015/16.**
- (viii) Agree the revised proposed approach to season tickets and delegate authority to the Associate Director for Highways and Transport in consultation with the Cabinet Member for Highways and Transport to develop and implement the changes.**
- (ix) Approve the submission of the identified car parks (including Market Place car park in Wilton) to a property asset review and delegates authority to the Associate Director for People and Business in consultation with the Cabinet Member for Highways and Transport and the Cabinet Member for Strategic Planning, Property, Waste and Strategic Housing, to negotiate and agree any resulting legal agreements.**
- (x) Approve the localism opportunities set out in paragraph 112 and delegate authority to the Associate Director for Highways and Transport in consultation with the Cabinet Member for Highways and Transport, and with the advice of legal and property services, to negotiate and agree any resulting legal agreements.**
- (xi) Support the principle of studies being undertaken into coach parking, leisure centre parking, residents' parking zones, on-street waiting restriction reviews and parking enforcement, and delegate authority to the Associate Director for Highways and Transport in consultation with the Cabinet Member for Highways and Transport to develop and implement any changes.**
- (xii) Note the publication of revised Government parking guidance (see paragraph 138), approves a 15 minute grace period before the issuing of any penalty charge notice for both on-street and off-street parking places provided under traffic orders (where a ticket has been**


purchased and displayed), and delegates authority to the Associate Director for Highways and Transport in consultation with the Cabinet Member for Highways and Transport to revise the Council's car parking strategy and parking management practices if necessary to accord with the revised guidance.

- (xii) Delegate authority to the Associate Director for Highways and Transport in consultation with the Cabinet Member for Highways and Transport, to finalise the strategy document for publication.**

Reasons for Decision:

To seek agreement to commence implementation of the revised LTP Car Parking Strategy following public consultation.

31 Adoption Agency Six Month Report

 Councillor Laura Mayes presented a report which sought to ensure that Cabinet was satisfied that the Council's adoption agency was effective and achieving good outcomes for children, young people and service users. The report covered the period 1 April 2014 to 31 October 2014 referred to the Adoption Service Improvement Plan.

It was recognised that the service had improved its performance and risen to the challenges posed by the adoption reform agenda. However, the Council was not complacent and acknowledged that it had to do more to improve the Council's effectiveness in this area of vital importance.

In the course of the presentation and the discussion, the issues discussed included: that Wiltshire Council had increased the number of parents ready for adoption; the need to proactively recruit parents to meet the needs of the children awaiting adoption, including recruiting more specialist adopters for children who are more challenging to place; and that there were a number of areas where the Council would continue to seek improvements.

Resolved

- 1. That the contents of this report are noted and accepted; and**
- 2. That the Cabinet's thanks be passed on to the Adoption team.**

Reasons for Decision:

The 2013 Statutory Adoption Guidance and the 2014 Adoption Minimum Standards place a requirement on local authority adoption services to ensure that Wiltshire Council Cabinet is satisfied that the Adoption Agency is effective; achieving good outcomes for children, young people and service users; and complying with the conditions of registration.

32 **2014 Staff Survey Results**

Councillor Stuart Wheeler presented a report which sought to provide Cabinet with an overview of the 2014 staff survey results, highlighting key messages and priorities arising.

In the course of the presentation and the discussion, the issues discussed included: the high response rate to the survey; that response, overall, was positive; what actions the Council could take to address less positive areas; and that work would be ongoing to improve the appraisal process.

Councillor Jon Hubbard agreed that the results were very positive but highlighted a couple of less positive areas which he considered needed addressing.

Resolved

To note the content of the corporate staff survey report and priorities arising.

Reasons for Decision:

Cabinet have requested to be kept updated regarding staff survey outcomes and trends, particularly regarding staff engagement, recognising that the ability to deliver business plan outcome relies on having an engaged workforce.

33 **Report on Treasury Management Strategy 2014-15 - Third Quarter ended 31 December 2014**

Councillor Dick Tonge presented the report which presented the third quarter review of the Treasury Management Strategy.

The report reviewed management actions in relation to: the Prudential Indicators, Treasury Management Indicators originally set for the year and the position at the 31 December 2014; the other treasury management actions during the period; and the approved Annual Investment Strategy.

Resolved

To note the contents of the report in line with the Treasury Management Strategy.

Reasons for Decision:

To give members of the Cabinet an opportunity to consider the performance of the Council in the period to the end of the quarter against the parameters set out in the approved Treasury Management Strategy for 2014-15.

This report is a requirement of the Council's Treasury Management Strategy.

34 School Admission 2016/17

Councillor Laura Mayes presented the report which asked Cabinet, as part of the statutory process, to determine the admission arrangements for maintained schools.

In the course of the presentation and the discussion, the issues discussed included: that the scheme had worked well in previous years; that changes in the way forces families are dealt with were proposed with the aim to reduce the stress on families affected by the army rebasing programme; and that the proposals had been approved by the School Admissions Forum.

Resolved

- 1. That the proposed scheme for the co-ordination of admission to secondary schools for 2016/17.**
- 2. That the proposed scheme for the co-ordination of admissions to primary schools for 2016/17.**
- 3. That the proposed admission arrangements for Voluntary Controlled & Community secondary schools for 2016/17.**
- 4. That the proposed admission arrangements for Voluntary Controlled & Community primary schools for 2016/17.**

Reasons for Decision:

The Local Authority has a statutory duty to have a determined admission policy for 2016/17 in place on or before 15 April 2015.

35 Housing Board Annual Report

Councillor Jonathon Seed presented a report to update Cabinet regarding the activities of Wiltshire Council's Housing Board between December 2013 and November 2014.

In the course of the discussion, the issues discussed included: that a number of Key Performance Indicators (KPIs) had been developed; that improvements had been made, but there were still areas where changes were required; that a Tenant Scrutiny Panel had been appointed and were receiving training; and that the Wiltshire Council Corporate Scrutiny would be looking at how tenants were engaged across Wiltshire. Cabinet received a presentation which highlighted improvements which had been made to the housing service.

Resolved

To note the annual report.

Reasons for Decision:

Wiltshire Council's Housing Board's Terms of Reference require an Annual Report to be presented to Cabinet.

36 Urgent Item - Better Care Plan

The Deputy Leader approved consideration of the following item in order to determine it prior to the next scheduled meeting.

Corporate Director, Maggie Rae, presented a report in the absence of the Lead Member, Councillor Keith Humpries. The urgent item sought Cabinet's approval for a establishment of a pooled fund and the making of a s75 agreement.

The Better Care Fund (BCF) had been developed by the Health and Wellbeing Board (HWB) and it was the responsibility of the HWB to sign off the Better Care Plan (BCP). The new guidance from the Government has a requirement for the Better Care Fund to be signed off by the Health and Wellbeing Board and be established as a joint fund.

In order to deliver the Better Care Fund it is a requirement of the scheme that a pooled fund is established under a formal agreement on or before 1 April 2015. The agreement must be made under Section 75 of the National Health Service Act 2006 between Wiltshire Council and the Clinical Commissioning group (CCG). This needs to be approved by both parties.

Resolved

- 1. That subject to sign off by the Health and Wellbeing Board approves the establishment of the Better Care Fund Pooled Fund on and from 1 April 2015 largely on the terms set out in the draft Section 75 Agreement attached to this report at Appendix 1;**
- 2. That subject to sign off by the Health and Wellbeing Board delegates authority to Maggie Rae, Corporate Director in consultation with the Associate Director (Legal and Governance) to finalise and enter into the Section 75 Agreement on behalf of Wiltshire Council. The Councils 151 Officer will ensure the financial monitoring of this fund;**
- 3. That subject to sign off by the Health and Wellbeing delegated on decisions on expenditure from the Better Care Fund Pooled Budget to Maggie Rae and Deborah Fielding (Chief Accountable officer CCG) following recommendations of the Joint Commissioning Board for Adults.**

Reason for Decision:

1. The Health and Wellbeing Board gives strategic oversight on the Better Care Fund and the Section 75 agreement.
2. The Section 75 agreement needs to be in place by 1 April 2015. Due to scheduling of meetings it will be required to be signed off by both Wiltshire Council and Wiltshire CCG during March 2015. This is prior to the next Health and Wellbeing Board on 26 March, hence the request for the delegation arrangements in this report.
3. Whilst the draft Section 75 agreement has been mainly completed there remains further work to be completed on specific issues; along with legal advice relating to the outstanding issues.

37 Exclusion of the Press and Public


Resolved

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in minute number 106 below because it was likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

Paragraph 3 - information relating to the financial or business affairs of any particular person (including the authority holding that information). No representations had been received as to why this item should not be taken in private.

38 Growth Deal

 Councillor Fleur de Rhé-Philippe presented the report which identified the financial obligations of the Council in relation to the delivery of part-funded Growth Deal projects in 2015/2016; and sought the approval from Cabinet to continue with the delivery of two highways projects in 2015/2016 using financial resources available to the Council to provide the local match funding.

Resolved

That after considering the financial obligations of delivering in 2015/16 the A429 Highways Improvements project and the LTB Sponsored A350 Chippenham Bypass Improvements project, to support the recommendation to provide local match funding for these projects.

Reason for Decision:

To ensure that Wiltshire Council maximises the benefits and opportunities associated with the Growth Deal programme in terms of delivering key infrastructure projects and building Wiltshire's economy whilst managing the financial implications and associated risks to the organisation.

To ensure that officers are able to develop and deliver key capital projects on time, on cost and on quality through the Growth Deal programme.

(Duration of meeting: 10.30 am - 12.28 pm)

These decisions were published on the 23 March 2015 and will come into force on 31 March 2015.
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The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail yamina.rhouati@wiltshire.gov.uk
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**Wiltshire Council
Cabinet
21 April 2015**

Subject: Actions to recruit and retain social workers - Update

Cabinet member: Councillor Stuart Wheeler
(Support Services), Councillor Laura Mayes (Children's
Services) & Councillor Keith Humphries (Health & Adult Social
Care)

Key Decision: No

Executive Summary

The purpose of this report is to provide Cabinet with a further update on all of the actions being taken and planned to improve the recruitment and retention of social workers across the council following the agreement of CLT on 23 June 2014 to pay market supplements to specific social worker roles and a report to Cabinet on 7 October 2014 in which actions to recruit and retain social workers was outlined.

Proposal(s)

That cabinet note the progress of the recruitment campaign to recruit social workers and support the further actions being taken and planned to recruit and retain social workers.

Reason for Proposal

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

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

Wiltshire Council

Cabinet

21 April 2015

Subject:	Actions to recruit and retain social workers - Update
Cabinet member:	Councillor Stuart Wheeler (Support Services), Councillor Laura Mayes (Children's Services) & Councillor Keith Humphries (Health & Adult Social Care)
Key Decision:	No

Purpose of Report

1. The purpose of this report is to provide Cabinet with an update on the progress of a targeted recruitment campaign to recruit social workers and social work managers in children's and adult services, and to provide an update on further actions planned to improve the recruitment and retention of social workers across the council.

Relevance to the Council's Business Plan

2. The council has a statutory responsibility to provide adult social services and children's social care, and one of the council's three priorities in the Business Plan 2013 – 2017 is to protect the most vulnerable in Wiltshire's communities. Social workers and social work managers have a key role meeting the statutory responsibilities, and in delivering that priority, which means being able to recruit and retain high calibre staff in these roles is critical to delivering the principles and actions that will ensure that we meet this priority.

Background

3. There are currently significant recruitment difficulties nationally in respect of social workers, particularly in respect of experienced practitioners. This is supported by the number of current recruitment campaigns currently taking place in councils across the country.
4. As has been previously reported there have been difficulties in recruiting experienced social workers and social work managers across both adults and children's services within the council, with the most significant difficulties within operational children's services.
5. There have been a number of strategies to recruit social workers and social work managers taking place since December 2012. As well as on-going recruitment advertising on the council's careers website throughout the period, and attendance at careers fairs, a joint targeted advertising campaign for social work

recruitment with children's services and adult care operations ran from November 2013 to April 2014 with some success.

6. However despite this a high number of vacancies still remained and the services continued to be reliant on agency workers in various roles across both children's and adult services. Existing vacancies also does not take into account the need to recruit and retain addition professional staff in Adult Care to manage the increased capacity arising from the Care Act and the Supreme Court ruling on Deprivation of Liberty Standards (DoLS). With the In addition the normal turnover of staff in these roles also increased the number of vacancies, and as a result a new recruitment campaign commenced in August 2014. This has been delivered in two phases.
7. Proposals to pay market supplements to specific social worker roles in the safeguarding and Multi Agency Safeguarding Hub (MASH) teams in children's services and the option for these supplements to be extended to other social work roles in other areas of children's services and within adult care operations where there is evidence of significant difficulties in recruiting were agreed by CLT in June 2014 and Cabinet were asked to note this decision at their meeting on 22 July 2014. The payment of supplements to social work roles in the safeguarding and assessment teams in operational children's services has been a selling point of the current campaign. Clearly salary levels are a critical factor in recruiting and retaining staff, this is something that Adult Care will need to consider for critical posts.
8. On 7 October 2014 Cabinet were provided with a report outlining the actions taking place and planned to improve the recruitment and retention of social workers across the council including details of the current recruitment campaign.
9. Initially the recruitment campaign did not feature any information about the caseloads that newly recruited social workers would be asked to manage, and this was because the caseloads at the council were high with some safeguarding & assessment teams in operational children's services averaging 27 cases per social work and in some cases over 30. Caseloads in adult care are similarly high and it is a factor that limits the Council's ability to recruit and retain staff. Feedback from existing staff in the service, and those who had recently left, had also indicated that caseloads were a significant factor in being able to recruit and retain experienced social workers in the teams, and was also a reason cited by agency staff and permanently employed staff that had left to join other councils.
10. As a result in November 2014 CLT, in consultation with cabinet, approved the recruitment of a further 27 social workers in the safeguarding and assessment teams within operational children's services, to enable caseloads to be reduced to 18 per social worker. The budget has been re prioritised within the service to make an additional £1m available without an overall increase in the budget for 2015/16 and beyond for these additional posts. Work is on-going in Adult care to determine an acceptable caseload for key teams , this will include addressing the current backlog to allocate work quickly and effectively and meet customer needs.

Main considerations

Action taken

11. As outlined a social work recruitment campaign has been taking place to improve the council's position in the social care job market with the aim of recruiting to a number of social worker and manager roles in both children's and adults services. Based on the difficulties being experienced by other councils in the south west, and in the home-counties, it was acknowledged that recruiting high volumes of experienced social workers quickly would be extremely difficult except where vacancies existed for newly qualified social workers which is an area where recruitment is much easier. As a result the campaign was extended to include opportunities for newly qualified social workers (NQSW) to join the council to provide additional robustness in the succession planning needed.
12. The campaign has been delivered in 2 phases, and has included a number of traditional and new approaches, including a more wide scale use of social media in the advertising of the social work vacancies;
 - Phase 1 of the campaign ended in September 2014 and delivered some success in the recruitment of social work manager roles but was less successful in the recruitment of experienced social workers.
 - Phase 2 of the campaign launched on 16th October 2014 with the aim of recruiting to social worker and social work manager roles across both children's and adult services. At that stage there were 91 social work vacancies within operational children's services and 49 of those were social worker vacancies in the safeguarding & assessment teams which was an increase of 27 following the decision by CLT in consultation with cabinet to recruit an additional social workers in these teams with the aim of reducing caseloads, in November 2014.
13. During November 2014 the recruitment campaign marketing information was updated to highlight the investment the council is making in social work resources to reduce caseloads and improve outcomes for children, and this USP was made very clear in the campaign for roles in the safeguarding and assessment teams in operational children's services.
14. The recruitment marketing activities during the campaign has included:
 - The launch of a new social work recruitment microsite¹ in October 2014 featuring information about the services, vacancies, videos to showcase working at the council and links to social media sites branded to support the campaign
 - Redeveloped social media sites using new branding and imagery.
 - A week long editorial on the social care professional network² in The Guardian on line in November 2014.
 - A range of targeted job listings in The Guardian (online), Community Care and Jobs Go Public together with banner impressions across the social

¹ <http://www.socialcarenmatters.co.uk/>

² <http://www.theguardian.com/wiltshire-council-partner-zone>

care network in The Guardian and pay per click adverts across a range of relevant blogs using keyword optimisation and recruitment marketing in job search engines (e.g. Google).

- A double page advertorial³ about social care at Wiltshire Council in the Community Care careers and training guide for 2014/15 is and will be available until November 2015 and can be updated again in needed.
- Representatives from HR and Children's Services attended the Compass Job Fair on 24th November in London. This event was a key date in the calendar for social work practitioners and organisations attracted in excess of 1000 visitors. Wiltshire Council also had a seminar slot at the event run by John May (Learning Partnership and Organisational Development Lead)) with the topic of "Using social media to support your CPD". As a result 46 email addresses were collected from prospective candidates and all have been emailed with information about working for the council.
- A week long editorial feature in Community Care⁴ online in January 2015.
- A live question and answer session in The Guardian online as a follow up to the week-long editorial in November featuring the associate director for operational children's services and head of service, safeguarding and assessment in January 2015
- Emails sent to attendees at last year's community care live event to signpost them to the current campaign.
- A structured campaign to recruit NQSW's targeted at those completing their studies in 2015 with the aim of recruiting the best talent from this cohort, including targeting universities and local colleges. This recruitment will be supported by a structured learning and development programme and the launch of the Wiltshire Institute of Health and Social Care (WIHSC) planned for launch in September 2015.

15. Since the start of phase 2 of the campaign the use of the social work recruitment microsite and social media (e.g. Facebook, Twitter and LinkedIn) to market the vacancies has increased. As a result there has been significant activity on social media sites particularly in response to the week-long editorial in The Guardian in November, and the continued update of Facebook, LinkedIn and the Twitter feed. In terms of the activity on the social work recruitment microsite and on social media:

- The Guardian articles have been shared/liked 410 times via Facebook and LinkedIn and there have 19 tweets and re-tweets of the links to the articles.
- The Facebook careers page featuring the social work campaign has received 165 likes, 13,500 impressions have been made via the Facebook posts and a further 502 people have liked, commented or shared our Facebook posts.
- The Twitter feed has 336 followers and there have been 29 tweets and retweets.
- There have been 7 blogs added to the Wordpress Blog since it launched in October.

³ <http://edition.pagesuite-professional.co.uk/launch.aspx?eid=bff5cb9c-a666-4770-92c1-974e9c89b74d>

⁴ <http://www.communitycare.co.uk/2015/01/14/ringing-new-transformation-wiltshire-childrens-services/>

- The videos have been viewed 1089 via the recruitment microsite and via YouTube.
 - Relevant updates are being posted on LinkedIn
16. In addition to the actions already outlined some steps to improve recruitment and retention of social workers at a service level have also been taken.
 17. In operational children's services the outcome of a systems thinking review in the safeguarding & assessment team in the East has resulted in the development of a new service model which will address the need to promote quality time spent working directly with children and families, and reduce duplication within the system. Pivotal to this has been the ability to reduce the travel time and enable remote working in community areas for social workers. The team have trialled 4G notebooks that enable wireless connection in all areas so that they are able to base themselves for part of their time in schools and partner locations. This will also deliver efficiencies in reducing travelling times and costs
 18. The model now proposed also recommends that social workers are linked to clusters of schools to improve multi-agency working and to support the early help offer, and deliver further efficiencies in travelling times and costs. The team have been fully engaged with the development of the new model and both quantitative and qualitative data gathered in addition to social workers knowledge and views of their work have supported this.
 19. It is anticipated that the actions taken will improve both job satisfaction and aid retention. In addition the increase in the number of social workers will aid the response to increasing demands, and will ensure that caseloads are reduced, all of which will increase staff retention. This in conjunction with the proposed new service model which will promote improvement in quality of service and job satisfaction, and the creative use of IT and direct work with children and families is likely to support the attraction of candidates for vacant roles.
 20. In adult social care a principal social worker and principal occupational therapist have now been appointed and in both cases a key part of the role is recruitment, retention and professional development for staff. In addition work is also underway to review the role of the social worker in response to the changing demands on the service in relation to the Care Act, Deprivation of Liberty Safeguards/Best Interests Assessor work and a significant increase in safeguarding issues. With the move to cluster work with health a new capacity model will need to be developed.
 21. This means that both services now have recruitment leads in place. This has also delivered efficiencies ensuring there are fewer delays in moving candidates through the process and improved co-ordination of the selection process to ensure duplication is reduced, particularly where candidates have applied for multiple roles. In both services significant steps have been taken to improve their recruitment practices. Specifically action to ensure communication with prospective candidates is proactive and that any queries are responded to quickly is being taken. Building personal connections with candidates had previously been identified as a factor in successful recruitment and this is now something both services, together with HR, are doing.

22. Both services have been working with HR to develop efficiencies in other areas of the recruitment process ensuring data about the progress of all candidates and vacancies is up to date, and that managers are kept informed throughout the process.
23. In addition HR now has representatives on both regional and national groups looking at recruitment and retention of social workers and are representing the south west on the national group. The aim is to develop a best practice approach and ensure effective joint working on the recruitment and retention issues that are affecting all councils.
24. Separately work to improve the retention of social workers has been progressing on the development of an academy for health and social care. The purpose of WHISC (Wiltshire Institute for Health & Social Care) is to help attract, recruit, develop and retain health and social care professionals across the county, in order to improve outcomes for our service users. The Institute will do this by developing the following:
- **Clear Learning Pathways**
Pathways will be developed for key roles across health and social care. They will include a range of learning and development options, from internal and external courses, through to shadowing, mentoring, research and lecturing opportunities. Staff will be able to develop the skills necessary to move into managerial positions when vacancies arise, enabling the organisation to grow from within.
 - **Improved Support for Newly Qualified Staff**
Newly qualified staff will receive the consistent, high quality support they need in their first year of employment to become confident and skilled practitioners.
 - **Strong links with local Higher Education (HE) institutions and new partners**
The Institute will create / review partnerships with a range of HEs to ensure a steady flow of high calibre, newly qualified professionals into the workforce. This will also provide opportunities for senior staff to support HEs with the delivery of degree course content.

Progress to date (as at 2 March 2015)

25. In terms of the recruitment campaign the number of direct applications and appointments across both children's and adult services since the start of phase 1 of the recruitment campaign is as follows*:
- A total of 425 applications have been received.
 - 75 candidates have been offered and have accepted a role.
 - 40 of these candidates have commenced employment

In addition:

- 195 candidates have been shortlisted.
- 70 are awaiting shortlisting
- 153 candidates have been interviewed.
- 18 candidates are awaiting interview

*Based on the situation as at 23 March 2015

26. When compared to the previous social work recruitment campaign, that ran from November 2013 to April 2014, these results represent a 50% increase in the number of applications received, with the average number received monthly during the last campaign being 40 compared to 61 during the current campaign. In addition 15% of applications resulted in appointments in the last campaign compared to 17% in the current campaign. In respect of appointments to experienced social worker roles the hire rates were previously 8% in children's services, and 14% in adult social care for these roles.

27. The table below details the posts where candidates have been offered and accepted in operational children's services and the number of vacancies that remain for each post*:

Post title	Number of appointments	Remaining vacancies
Head of Service – Care & Placement	1	0
Service Manager – Care & Placement	1	0
Service Manager – MASH	1	0
Service Manager – EDS	1	0
Team Manager – Care & Placement	1	0
Team Manager – Safeguarding & Assessment	2	1
Team Manager – Children in Care	1	0
Assistant Team Manager – MASH	1	0
Assistant Team Manager – Safeguarding & Assessment	4	0
Assistant Team Manager – SEND	1	0
Assistant Team Manager - Fostering	0	1
Assistant Team Manager – EDS	1	0
LADO	0	1
Social Worker – MASH	2	0
Social Worker Safeguarding & Assessment	8	22
Social Worker – Children in Care	1	0
Social Worker – SEND	3	0
Social Worker – Fostering	4	2
Social Worker – Fostering Level 2	3	1
Social Worker – Child Sex Exploitation	0	1
Social Worker – School Based	0	1
Newly Qualified Social Worker – Safeguarding & Assessment	17	3
Newly Qualified Social Worker - Children in Care	2	0
Occupational Therapist SEND	0	2
Missing Children's Coordinator	0	1

28. Total number of appointments in operational children's services is 55, of which 28 have already started in post, and there are 36 vacancies remaining*

*Based on the situation as at 23 March 2015

29. The table below details the posts where candidates have been offered and accepted in adult social care and the number of vacancies that remain for each post*:

Post title	Number of appointments	Remaining vacancies
Team Leader – Adult Care Locality Team	2	3
Social Worker – Adult Care Locality Team	5	1
Social Worker – Adult Care Locality Team level 2	0	2
Social Worker – Community Team for People with Learning Disabilities (CTPLD)	3	1
Social Worker – CTPLD level 2	2	2
Social Worker – Hospital Team	1	2
Specialist Senior Practitioner – Safeguarding Adults and Mental Capacity Act Team (SAMCAT)	2	0
Social Worker – Intermediate Care Team	0	5
Senior Social Worker - Reassessment Team	0	1
Newly Qualified Social Worker – Hospital Team	2	0
Occupational Therapist	2	0

30. The total number of appointments in adult care is 19, of which 12 have already started in post, and there are 17 vacancies remaining*. These figures do not take into account the workload issues and the increased capacity requirements of the Care Act and DoLS

*Based on the situation as at 23 March 2015

31. In comparison with the previous social worker recruitment campaign (November 2013 to April 2014) the number of appointments in comparable roles advertised has significantly increased with only 3 appointments to experienced social work roles made during the last campaign in operational children's services compared to 18 so far in the current campaign. The increase in adult care operations is less significant with 8 appointments to experienced social workers or equivalent in the previous campaign compared to 13 in the current campaign. There has also been a similar increase in the number of appointments to newly qualified social worker roles; however there were a lower number of vacancies in this area during the last campaign so it is difficult to make any direct comparison.
32. In operational children's services, all heads of service, service manager and a majority of team leader and assistant team leader vacancies have been filled. In total 55 appointments have been made but there are still 36 vacancies outstanding, which are predominately experienced social worker roles. This means the campaign has so far filled 60% of the vacancies (this figure takes into account the increase in establishment agreed in November and vacancies

created by turnover in the period since the campaign started). Despite this 22 of the remaining vacancies are for experienced social workers in the safeguarding and assessment teams.

33. In adult social care 19 appointments have been made and there are now 17 vacancies to be filled across a number of roles which means that the campaign has so far also filled 53% of the vacancies (this figure also takes into account vacancies created by turnover in the period since the campaign started). Whilst vacancies remain in a majority of roles these are low in number, with the exception of the role of experienced social worker (Intermediate Care Team) where there are 5 vacancies remaining.
34. Phase 2 of the recruitment campaign ends on 15th April 2015. Despite this, and the evident success of the campaign to date for most social work roles, it was clear from the outset that to recruit to all vacancies, and also to take account of the turnover of staff which will continue to create a need to recruit, this will need to be a long-term recruitment strategy.
35. Anecdotal feedback from external people and organisations suggests that Wiltshire's position in the recruitment market has improved. Feedback from candidates about the "Wiltshire" offer has been positive and the use of social media in this campaign has had a clear impact on this. The impact of the campaign has also resulted in a positive impact on the number and quality of agency social workers available to fill vacancies pending permanent recruitment, and these are resources that the council will continue to be reliant on until all vacancies are filled permanently.
36. In relation to WIHSC (Wiltshire Institute for Health & Social Care), good progress has been made with the learning pathways for children's services and delivery of the key learning and development priorities has already commenced. The first iteration of the learning pathways will be finalised by early April. Meanwhile, engagement with adult services has begun and work is underway on developing the learning pathways. Again, some learning opportunities are already being delivered. Engagement with Health is in its early stages and Maggie Rae, corporate director, is working closely with the project to define the vision.

Next steps

37. It is essential that the momentum from the campaign so far is maintained to ensure the recruitment continues at a steady pace. Whilst the social work recruitment microsite will remain live, and all remaining vacancies will remain listed on the council's careers website, further financial investment and resources will be required to ensure maximum return on investment and to continue to progress the momentum already gained. It is also important that Wiltshire's position in this area of the recruitment market remains prominent as a number of other neighbouring authorities also have current social work recruitment campaigns. A plan is now being developed jointly by HR with both services to ensure that this happens, but in the meantime some activities are already agreed and being progressed, and these include:

- The associate director for operational children's services presenting at the Capita Developing the Children's Social Care Workforce Conference in London on 26 March 2015 alongside notable national figures in the field of social work
- Wiltshire has joined the national Department for Education "Step up to Social Work" campaign in the region and will have an active role in developing a regional approach to recruiting people interested in a career in social work. This involves working jointly with higher education, colleges and universities. Establishing more structured mechanisms to collect qualitative information both at interview and exit stages to feed into service improvements (e.g. why staff are leaving the council, what is attracting candidates to apply)
- Developing a communication plan in conjunction with the communications team that will draw upon existing and newly recruited staff to promote the council as an employer of choice for social workers. This will be done using local media (e.g. Wiltshire Times, Salisbury Journal) as well as existing social media channels
- Ensuring consistent and robust performance information, shared between HR and both children's and adult services around a number of measures: establishment figures, vacancies, the candidate journey and accurate calculations around vacancy and turnover rates to inform business and service improvements
- Exploring the connections with the Military Civilian Integration Programme and how we can exploit the work being done to support social work recruitment
- Phase 1 of WIHSC which is due for completion in September 2015. This will include the delivery of the learning pathways for health and social care, as well as an improved relationship with HEs such as Wiltshire College, UWE and the University of Bath.

38. A further detailed analysis of the capacity requirement for Adult care will be completed, which will allow Cabinet to fully understand the recruitment and retention issues .

Other considerations

39. Despite all of the actions taken, and the plans being developed to maintain and increase the momentum from the current recruitment campaign, it is unlikely that the council will reach a situation where there is a full complement of permanently employed social workers and managers. This means that some reliance on agency workers to fill short terms gaps in the permanent workforce will be an on-going requirement, although it is anticipated that the current level of agency staff will reduce significantly in the short term. To ensure the council are able to recruit the highest quality of agency staff, HR is working closely with Comensura to ensure the agencies supplying these resources are aware of the Wiltshire "offer", including access to flexible working and the technology available to support this.

40. HR is also developing an area of the new careers website (to be launched in April 2015) that will ensure the marketing of opportunities in social work roles is a permanent and prominent feature. This will help to ensure a steady stream of

applications from prospective candidates even when there is no other targeted recruitment marketing taking place.

Safeguarding Implications

- 41. The safeguarding implications are directly related to the ability of the council to recruit sufficiently experienced social workers and managers to undertake the statutory safeguarding responsibilities of the council and reduce the risk of harm to children and young people and vulnerable adults.
- 42. The Council has an increasing Backlog of DoLS assessments , this is risk is flagged on the Adult Care's risk register and will be considered in the further report around capacity requirements/ recruitment and retention for Adult Care

Public Health Implications

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

Corporate Procurement Implications

- 44. There are no procurement implications as a result of the actions taken and planned.

Equalities Impact of the Proposal

- 45. Due to the higher than council average percentage of social workers from a BME background within operational children's and adult social care services, further work will be done to understand whether any targeted work can be carried out by way of external promotion The council's commitment to equality and diversity is clearly articulated through the social care matters website and through all communication where relevant. The recruitment campaign provides opportunities for the council to promote equality of opportunity

Environmental and Climate Change Considerations

- 46. There are no environmental and climate change considerations as a result of the actions taken and planned.

Risk Assessment

- 47. Whilst the campaign has delivered some success the risk to vulnerable children and adults as a result of the level of vacancies that remain and the on-going difficulties the council is experiencing in recruiting experienced social workers and social work managers remains. This risk means that vulnerable adults and children may suffer harm if steps are not taken to improve the council's ability to recruit.
- 48. The relatively low number of appointments to experienced social worker roles, and the high number of remaining vacancies in the safeguarding and assessment teams in operational children's services means that the caseloads in those teams remain high, and this is presenting a risk to the quality of children in need work in

particular. Consequently there is significant risk of reputational damage to the council, and significant risk to individual children during this period, as a result of reduced capacity for qualified social workers to undertake statutory child protection work. Strategies to further mitigate this and to ensure that the recruitment campaign is sufficient to improve the position will continue to be considered.

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

49. The risk is that we will not have sufficient numbers of appropriately qualified and experienced social workers which could mean that vulnerable children and adults would be of serious risk of harm and the Council will be open to significant legal challenge and reputational damage

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

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

Financial Implications

51. The financial implications of the additional 27 social worker posts in operational children's services are outlined in paragraphs 9 & 10. This outlines the re-prioritisation of the budget for this service during 2015/16 budget setting to make an additional £1m available for these additional posts without an overall increase in the net budget for 2015/16 and beyond.
52. An initial budget of £200k was set aside to pay for the current recruitment campaign, and the significant investment in developing the social work recruitment microsite, social media and the wide scale marketing of roles in various on line media means that this budget has now been spent. No further investment is needed in the development of the systems to support this marketing however, it is currently estimated that up to £100k extra investment may be required to fund the campaign for the next 6 months. It is intended that this will be funded from some of the savings from the current expenditure on agency staff. However this is subject to the continued successful recruitment of social workers, and a reduction in the number of agency social workers employed. HR will work jointly with the services and finance to identify additional funding from existing service budgets if the saving from agency expenditure is not available within this timescale.
53. Due to the current committed budget of Adult care any budgetary requirements to meet the Council's requirements to recruit and retain staff will need to be met from the Council's overall budget
54. The further actions planned will continue to be closely monitored, and any recruitment initiatives not delivering the required results will be stopped to avoid any unnecessary expense.

55. Collaborative working with regional and national partners will continue to be developed to identify opportunities for more joined-up and efficient ways of working (e.g. regional careers fairs to attract candidates into the southwest).

Legal Implications

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

Conclusions

57. The current recruitment campaign that has been taking place since August 2014 has delivered improvements despite the pressures nationally on the availability of experienced social workers for vacant roles. The progress of the campaign outlined shows particular success in the recruitment of social work managers and to newly qualified social work posts.
58. Of the 127 vacancies across both services a total of 74 appointments have been made. This represents 58% of the vacancies to be filled, and takes account of the increase in establishment in social worker roles in operational children's services agreed in November 2014, and turnover in both services since the start of the campaign.
59. The recruitment campaign has achieved positive results in both service areas and there are still candidates waiting to be interviewed so it is anticipated that further appointments from those interviews will be confirmed shortly.
60. As outlined a wide range of actions have taken place or are currently in process to support the recruitment and retention of social workers, and further plans are being developed to ensure the momentum developed by the recruitment campaign is maintained. It is therefore important that the services invest enough time and the capability needed to do this to prevent skills and experience gaps in the social work workforce increasing in the future, which could mean a return to high volumes of vacant posts seen in the past.
61. Despite all of the steps taken so far, and the plans being developed, it is anticipated that the council will not be in a position of having a fully employed social work workforce in the short term. As outlined, steps are being taken to build capacity for the future with a longer term aim of having recruitment activities primarily focused on newly qualified social workers. The development of the Wiltshire Institute for Health and Social Care is critical to this and together with robust succession plans being developed in the services this will help to ensure the retention of high performing social workers, and ensure that these staff have access to the development needed to support effective succession.
62. A further report is presented to Cabinet on the capacity / recruitments and retentions issues for Adult Care – taking into account the proposed cluster working with health, the Care Act and the pressure on the DoLS service

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23 March 2015

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

None

Appendices:

None

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Wiltshire Council

Cabinet

21 April 2015

Subject: Wiltshire Energy Resilience Board

Cabinet Member: Cllr Toby Sturgis – Strategic Planning, Development Management, Strategic Housing, Property, Waste

Key Decision: No

Purpose of Report

1. Following the resolution by Council on 21 October 2014, to report on progress in engaging with public and private sector partners to determine the viability of establishing a Wiltshire Energy Resilience Board, and to recommend a way forward on this matter.

Relevance to the Council's Business Plan

2. The following key actions and outcomes in the council's Business Plan are relevant to this report:
 - Priority 2: Boost the local economy – creating and safeguarding jobs.
Outcome 1: A thriving and growing local economy
By sharing best practice across public bodies, organisations and businesses, we will be able to grow a stronger low carbon economy which will create new jobs and businesses.
 - Outcome 3: Everyone lives sustainably in a high-quality environment.
Businesses, public bodies, household and organisations will lower their carbon emissions, as the understanding and sharing of opportunities for energy efficiency with renewable technologies increases. Opportunities for making the county's transport system more sustainable will be shared through the communication of best practices across the sectors.

Main Considerations for the Council

3. The council is currently developing an Energy Resilience Plan for the county which sets out its approach to maximising energy resilience in Wiltshire. Part of the development of the plan is an engagement programme with communities and local businesses through the area boards. As of 21 April 2015, fifteen interactive presentations highlighting local achievements and the local opportunities through the development of the Energy Resilience Plan will have been given to the Area Boards. In February 2015, the draft Energy Resilience Plan and the engagement plan for external stakeholders was agreed by the Energy, Change and Opportunity (ECO) Board. It was agreed that the businesses, agencies, groups and public bodies listed at **Appendix 1** provided a broad representation and geographical range for developing the Plan.

4. The engagement meetings have provided an opportunity to capture the activity already happening in the county and enable it to be reflected in the emerging Energy Resilience Plan, as well as gauge the appetite for the involvement of key partners in contributing to a new Wiltshire Energy Resilience Board.
5. The consistent response from asking the question, “Would you be interested in being part of a Wiltshire Energy Resilience Board?” has been an enthusiasm and interest for learning from others on this topic, coupled with a concern about the number of boards already in existence.
6. Through the discussions, it has become clear that there is a real appetite for businesses, public bodies and organisations to play their part in Wiltshire’s low carbon future and engage with the Energy Resilience Plan. It has been suggested that external stakeholders could come together to share best practice and experiences, perhaps through an annual forum or event which inspires and motivates – ‘make things happen’. It has also been suggested that this could be linked to an existing partnership such as the Wiltshire Assembly.

Background

7. Council adopted the following motion at its meeting on 21 October 2014:
 - (i) *Council notes the Cabinet's decision to sign the new Climate Change Local commitment, the successor to the previous Nottingham Declaration, confirming and strengthening the Council's commitment to tackle the challenges of climate change.*
 - (ii) *Council recognises the commitments undertaken by the Cabinet's decision to sign the Climate Change Local Commitment and acknowledges the importance of delivering not only through its own estate but also the important role it has as a community leader.*
 - (iii) *Council therefore undertakes to engage with public and private sector partners over the next six months to determine the viability of establishing an Wiltshire Energy Resilience Board, with the remit to work with partners across the county to jointly work to develop a strategy to achieve increased energy savings, and the consequential economic savings, to match and then exceed the South West Average.*
 - (iv) *Council requests that the Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste reports back to Cabinet on 17 March 2015 to report the outcome of engaging with key partners and recommends a way forward on this matter.*

Safeguarding Implications

8. There are no safeguarding implications arising from this report.

Public Health Implications

9. The public health implications of climate change are significant; for example, from the impacts of floods and heat waves. Air pollution also has negative health impacts. Many common air pollutants are 'climate active', and reducing emissions will lessen the warming effect on our climate. A warming climate also threatens to make air quality worse, with the prevalence of harmful photochemical smog likely to increase throughout longer, hotter summers. Both sets of emissions largely arise from the same combustion processes – vehicle engines, power generation, homes and industry - therefore an integrated approach to tackling air quality and climate change is beneficial.
10. The benefits of reducing greenhouse gas emissions will be felt several decades in the future, whilst air quality benefits are felt 'here and now' in the form of improved public health and environmental improvement.

Corporate Procurement Implications

11. There are no corporate procurement implications arising from this report.

Equalities Impact of the Proposal

12. The council's work to promote energy resilience in the form of home insulation schemes has focused particularly on vulnerable households as they are most at risk of fuel poverty.

Environmental and Climate Change Considerations

13. By establishing a mechanism to share experiences and best practice with Wiltshire partners on the topic of energy resilience, we will be better placed to take decisive action across the county to improve energy resilience and reduce carbon emissions.

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

14. Partner organisations have expressed enthusiasm for sharing learning and best practice as a result of recent discussions about the Wiltshire Energy Resilience Plan. There is a reputational risk to the council of not following this up with a mechanism to achieve this.

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

15. There is a risk that the council does not have sufficient resources to service an additional Board, and that partners do not have sufficient resources to attend it. Any mechanism therefore should tie into existing partnership arrangements to reduce the burden of administration and meetings.

Financial Implications

16. There are no specific financial implications arising from this report.

Legal Implications

17. There are no specific legal implications stemming from this voluntary initiative. However, addressing climate change is a key requirement for local authorities, as set out in the Climate Change Act 2008. Further information on the council's responsibilities relating to Climate Change and to the legislative and policy framework can be found in the report to Cabinet dated 22 June 2010 (Agenda Item 11). In addition, since that date, the Energy Act 2011 has been enacted which sets out the legal framework for the Green Deal, as well as the CRC Energy Efficiency Scheme Order 2013 which sets out revisions to the CRC scheme.

Options Considered

18. The following options have been considered:
 - (i) Do nothing.
 - (ii) Establish a new Wiltshire Energy Resilience Board.
 - (iii) Establish a virtual Wiltshire Energy Resilience Forum.
 - (iv) Use an existing partnership as a mechanism to engage partners and share learning about Energy Resilience.

Conclusions

19. There is an opportunity to set up a mechanism for engaging partners on the topic of Energy Resilience as part of developing the first Wiltshire Energy Resilience Plan, and partners are enthusiastic. However, due to resource implications, a standalone Board does not appear to be the preferred mechanism, and therefore existing partnerships could be used instead.

Proposal

20. That the Wiltshire Assembly holds a meeting on the theme of Energy Resilience within the next twelve months, to bring partners together, make connections and exchange learning. As part of this meeting, partners to agree a light touch approach to keeping in contact, either virtually or through an annual event.

Reason for Proposal

21. The resolution by Council on 21 October 2014 required Cabinet to report on progress in engaging with public and private sector partners to determine the viability of establishing a Wiltshire Energy Resilience Board, and to recommend a way forward on this matter.

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

None

Appendices

Appendix 1 – Partners consulted February-April 2015

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Partners consulted February-April 2015

Public sector:

- Salisbury NHS foundation Trust
- Wiltshire Police (PCC)

Private sector:

- Wavin
- Aster Housing
- Green Square housing
- IXYS
- Chemring countermeasures
- SSE
- Dstl
- Apetito Ltd
- Nicholas & Harris
- Good Energy Ltd

Community sector:

- Kennet Community Energy
- Wiltshire Community Land Trust

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Wiltshire Council

Cabinet

21 April 2015

Subject: **Wiltshire Alcohol Strategy 2014-18. For Cabinet consideration for approval following consultation period**

Cabinet member: Councillor Keith Humphries – Health, including Public Health and Adult Social Care

Key Decision: **No**

Executive Summary

The purpose of this item is to inform Cabinet members of the new Wiltshire Alcohol Strategy 2014-18, which has recently undergone a period of formal consultation.

The Wiltshire Alcohol Strategy 2014-18 (see Appendix 1) will provide the strategic direction for Wiltshire Council and its partners in promoting responsible drinking levels and reducing alcohol related harm.

The aim of the strategy is to provide a basis to inform Wiltshire's work in addressing alcohol related harms across a range of sectors (including healthy living and prevention, treatment and support services, night time economy initiatives and community wide engagement) over the next 3-4 years.

Development of the strategy included feedback from a range of partner organisations, alongside formal consultation. Public feedback via the Big Drink Debate survey initiative was undertaken between July and September 2014; with key survey results included within the draft strategy document available for consultation.

Consultation has consisted of publication of the draft strategy by Wiltshire Council, inviting the general public and interested stakeholders to participate and provide feedback. The consultation period ran from December 2014 until 11th March 2015. This consultation period was further promoted by the Big Drink Debate Forum event in February 2014. Following analysis of responses, a final strategy document is presented for formal approval. An action plan will then be developed to deliver the agreed strategy.

Overall delivery, management and performance of the strategy will be overseen by the Joint Strategy & Commissioning Group (JSCG), a sub-group of the Wiltshire Community Safety Partnership. Progress will be monitored and coordinated via the Public Health Team; with engagement from all key partners.

Proposal(s)

That Cabinet approve the strategy.

Reason for Proposal

To ensure Cabinet are aware of the content of the strategy and its development process; prior to approval.

Maggie Rae**Director of Public Health and Corporate Director**

21 April 2015

Subject: **Wiltshire Alcohol Strategy 2014-18. For Cabinet consideration for approval following consultation period**

Cabinet member: Councillor Keith Humphries – Health, including Public Health and Adult Social Care

Key Decision: **No**

Purpose of Report

- 1 This Cabinet report seeks approval of the Wiltshire Alcohol Strategy 2014-18. The Wiltshire Alcohol Strategy 2014-18 (see Appendix 1) will provide the strategic direction for Wiltshire Council and its partners in promoting responsible drinking levels and reducing alcohol related harm over the next 3-4 years.

Relevance to the Council's Business Plan

- 2.1 The aim of the Wiltshire Alcohol Strategy is to provide a basis to inform Wiltshire's work in addressing alcohol related harms across a range of sectors; including healthy living and prevention, treatment and support services, night time economy initiatives and community wide engagement.
- 2.2 The strategy also meets the Business Plan outcomes of:
- Wiltshire has a thriving and growing local economy
 - People in Wiltshire work together to solve problems locally and participate in decisions that affect them
 - Wiltshire has inclusive communities where everyone can achieve their potential
 - People in Wiltshire have healthy, active and high quality lives
 - People are as protected from harm as possible and feel safe

Main Considerations for the Council

- 3.1 The strategy provides strategic direction for Wiltshire Council and its partners in promoting responsible drinking levels and reducing alcohol related harm; alongside targeted prevention work.
- 3.2 The aim of the strategy is to provide a basis to inform Wiltshire's work in addressing alcohol related harms across a range of sectors (including healthy living with particular emphasis on prevention work, treatment

and support services, night time economy initiatives and community wide engagement) over the next 3-4 years.

- 3.3 The strategy document is a high level vision document designed to enable the development of a delivery plan to meet identified need. Such plans may also contribute to public health activities for the delivery of services both to reduce and prevent alcohol related harms in Wiltshire.

Background

- 4.1 The last Wiltshire Alcohol Strategy ran from 2009-11; with further implementation plans in 2011-12 and 2012-13. An updated strategy document was therefore required.
- 4.2 The proposed new strategy will run from 2014-18. In aligning with Wiltshire Council's 'Statement of Licensing Policy 2014-18', the strategy will enable greater collaboration with licencing teams to influence public health outcomes around alcohol use. The new strategy also incorporates the following information:

- Progress achieved as a result of the previous Alcohol Strategy and implementation plans
- Highlight other areas of progress/development work
- Reflect changes to national strategy/focus such as HM Government's Alcohol Strategy 2012 and Public Health developments nationally and locally

New strategy:

- 4.3 The key overarching objectives of the proposed new strategy are to:
- Raise awareness of sensible and responsible drinking levels and reduce the levels of high risk drinking
 - Reduce the level of alcohol related harm
 - Support individual treatment need to reduce levels of chronic and acute ill health caused by alcohol
 - Maintain Wiltshire's safe communities and manage our Night Time Economy environments
- 4.4 The strategy emphasises a partnership/multi-agency approach in delivering against the above objectives with 4 key thematic areas identified as a framework for action:

Theme 1 – Prevention

Improve knowledge about the risks of harmful drinking

Theme 2 – Intervention

Deliver high quality support services to meet individual needs

Theme 3 – Protection

Effective partnership approaches for a safer Wiltshire

Theme 4 – Engagement

Developing stronger and more resilient communities

- 4.5 The strategy will also have a Delivery Plan for 2014 - 18 in order to facilitate effective performance management and ensure the strategy remains a dynamic and relevant document for Wiltshire. A delivery plan will be developed following the publication of the strategy with partners to ensure the strategy informs practice.

Development:

- 4.6 Development of the draft strategy included stakeholder engagement and feedback from a wide range of partner organisations; including with substance misuse service users and carers via circulation to the Wiltshire Addiction Support Project (WASP). Public feedback via the Big Drink Debate survey initiative was undertaken between July and September 2014; with key survey results included within the draft strategy document for consultation consideration.
- 4.7 A Big Drink Debate Forum Event was undertaken in February 2015 as part of the consultation process. Alongside key stakeholders and partners, some members of the public took part, with invited speakers and panel.

Consultation process:

- 4.8 Formal consultation consisted of publication of the draft strategy by Wiltshire Council; inviting the general public and interested stakeholders to participate and provide feedback. The consultation period ran from December 2014 until 11th March 2015. Following analysis of responses, a final strategy document is now presented for formal approval.

Ongoing management:

- 4.9 Overall delivery, management and performance of the finalised strategy will be overseen by the Joint Strategy & Commissioning Group (JSCG), a sub-group of the Wiltshire Community Safety Partnership. Progress will be monitored and coordinated via the Public Health Team; with engagement from all key partners.

Safeguarding Implications

- 5.1 Safeguarding is a key priority for Wiltshire Council and all services that it commissions. All commissioned services working with adults, such as Wiltshire Substance Misuse Service, need to consider the potential impact of the adult's difficulties on any children in the household. A significant amount of work within Children's Services, both in terms of Early Help and intervention by Children's Social Care, is related to alcohol abuse by parents and the detrimental impact this has on the ability to parent effectively. This will be an important consideration in the implementation of the strategy. Adults and young people with alcohol and wider substance misuse problems (and their care givers or dependents) may be

vulnerable and at greater risk of health, social and other community based harms.

- 5.2 Wiltshire Council and provider services have in place safeguarding policies, procedures and workforce development plans to ensure that safeguarding is, and continues to be, a key priority.

Public Health Implications

- 6.1 Alcohol misuse and its associated health and other harms can negatively impact people's lives in many ways. Investing in targeted and well run alcohol interventions saves money (see Appendix 2). This alcohol strategy aims to minimise the health and other hidden harms, violence and anti-social behaviour associated with alcohol; whilst ensuring people in Wiltshire are able to enjoy alcohol safely and responsibly.
- 6.2 In line with HM Government's Alcohol Strategy 2012, this local strategy document emphasises the importance of effective partnership work in reducing alcohol related harms. Public Health staff will therefore continue to work closely with our partners and stakeholders (including service user groups) in developing and implementing the strategy and delivery plan.
- 6.3 The outcomes of this strategy should assist in contributing to reductions in health inequalities and improving the health and wellbeing of Wiltshire's whole population. The strategy focusses on prevention by seeking to raise awareness of the harms associated with excessive alcohol consumption. The strategy therefore aligns with the aims of the Wiltshire Health and Wellbeing Strategy.

Environmental and Climate Change Considerations

- 7 There are no environmental or climate implications in relation to this cabinet paper.

Equalities Impact of the Proposal

- 8 It is recognised that alcohol (and wider substance misuse) problems can affect a particularly vulnerable and wide ranging client group; with consequent impact upon affected individuals' family members and local communities. The strategy aims to ensure services are delivered with due regard to equality legislation to enable equitable access to support services, according to need. This is alongside the appropriate application of enforcement interventions and processes. An equality analysis will be undertaken during the consultation period and will inform the final strategy.

Risk Assessment

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

- 9.1 Delay in ratification of the strategy would potentially interrupt and/or defer development and implementation of the delivery plan to support the

strategy. This would lead to potential stagnation of some services and an inability to respond appropriately to emerging areas of need. The lack of strategy would also impact on the ability to prioritise and pre-empt areas of need; and align partner resources around a clear approach with agreed priorities.

- 9.2 Furthermore, a lack of clarity regarding priorities for delivering reductions in alcohol related harms across Wiltshire represents additional risk. An interruption of appropriate prevention and treatment services and/or activities may negatively impact upon wider alcohol related harm measures such as alcohol related hospital admissions, crime and anti-social behaviour, local productivity and economic considerations.

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

- 10 Raised expectations of what the alcohol strategy will deliver amongst the general public, service users and partner organisations; including the potential for increased demand for alcohol treatment services. This will be managed through a partnership led approach to develop a delivery plan appropriate to need, alongside consideration of available resources. Ongoing management of the strategy and its implementation will continue to be undertaken through Public Health under the aegis of the Joint Strategy & Commissioning Group (JSCG), a sub-group of the Wiltshire Community Safety Partnership.

Financial Implications

- 11 There are no immediate financial implications associated with the approval of the Wiltshire Alcohol Strategy 2014-18. It is acknowledged this strategy is being launched at a challenging time for public services and strong partnership approaches are therefore a key element to the strategy's delivery aims. Public Health grant funding will be contributed from the Council for the alcohol strategy, although there will be some additional funding from other partners including NHS England and the PCC. Delivery and potential commissioning intention plans arising from the strategy and any consequent budgetary implications will be managed accordingly.

Legal Implications

- 12 No direct legal implications have been identified in relation to the proposal.

Proposal

- 13 That Cabinet approve the strategy.

Reason for Proposal

- 14 To ensure Cabinet are aware of the content of the strategy and its development process; prior to approval.

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(05 March 2015)

Background Papers

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

None

Appendices

Appendix 1 – Wiltshire Alcohol Strategy 2014-18

Appendix 2 – Alcohol and drugs prevention, treatment and recovery: why invest (PHE 2013)

Appendix 3 - Responses to Consultation



Wiltshire Alcohol Strategy 2014 – 18

The big
drink
debate

Foreword

We are delighted to present our new Alcohol Strategy for Wiltshire. This sets out the strategic priorities for local partners and identifies how we will tackle alcohol related harm and associated anti social behaviour over the next three years.

There can be no doubt that tackling alcohol-related harm is a priority both nationally and locally. Although the majority of people do consume alcohol sensibly, a significant number of people are exceeding safe drinking levels. Many who exceed those safe limits lack information about what safe levels are and the risk to health, however, the consequence is that stronger alcohol and generous home measures are impacting on people's health, often without them realising. We can combat this through promoting understanding of what a unit is, how many units are considered a safe drinking limit and how important it is to know the strength of the alcohol being consumed.

Every year we are seeing more and more people admitted to hospital with alcohol related conditions. Our priority is to promote a sensible drinking culture where everyone is aware of both the damage that alcohol can cause and the simple steps they can take to reduce that risk.

We aim to tackle the excessive consumption of alcohol that can lead to dependence which can ruin the lives of individuals and their friends and families. Alcohol addiction is characterised by a strong compulsion to drink, which can be severely damaging to a person's health and relationships. The approach we set out here will allow us to help those who are dependent and, crucially, to reduce the number of people who become dependent.

This approach is threefold:

- The alcohol strategy and licensing will be managed by the same team to allow us to empower local areas to tackle alcohol related harm; making it easier to act against problem premises, to use licensing powers to reduce the density of licensed premises and, most importantly, to make protecting public health a licensing objective.
- To have a clear needs assessment and strategy that informs commissioning of effective, accessible treatment services, and;
- To prioritise prevention by raising awareness amongst adults of the impact of alcohol and the risks of dependency, by educating young people on the dangers of alcohol, and by reversing a culture of acceptability of underage drinking. Along with reducing alcohol-related anti-social behaviour and crime in our communities and town centres, we aim to have safe town centres at night as well as a vibrant night time economy where alcohol is sold and consumed responsibly.

We are launching this strategy at a challenging time for public services, when we are working to deliver better services with less funding. However, through maintaining and developing our strong partnership approach we are confident we can make a real difference in reducing alcohol related harm across Wiltshire.



Maggie Rae

Maggie Rae

Director of Public Health and Corporate Director



Keith Humphries

Keith Humphries, Cabinet Member

Health, including Public Health and Adult Care



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Acknowledgements

This strategy document has been prepared by Wiltshire Council's Substance Misuse Commissioning Team.

Thanks are extended to all those who have assisted in the development of this strategy document.

This includes Wiltshire residents who took part in the Big Drink Debate survey during August and September 2014. Information and results from the Big Drink Debate survey are included later in this document.

Partnership representation and staff from:

BGSW Community Rehabilitation Company

Department for Work and Pensions

HM Prison Service - HMP Erlestoke

Ministry of Defence

National Probation Service

Public Health England – Alcohol and Drugs Team

Wiltshire Addiction Support Project (WASP)

Wiltshire Council – Children and Youth Services

Wiltshire Council – Knowledge Management Team

Wiltshire Council – Public Health and Public Protection Team

Wiltshire Council – Substance Misuse Commissioning Team

Wiltshire Community Safety Partnership

Wiltshire Police



Introduction

The use of alcohol in our society has changed dramatically over recent decades. Whilst many people enjoy and consume alcohol in moderation, factors such as the wider availability and affordability of alcohol have contributed to increased levels of alcohol related harm both locally and nationally. As noted by the Chief Medical Officer¹, the UK population in 2012 consumed about twice as many units of alcohol per person as the population fifty years ago.

The UK, has seen a 25% increase in liver disease between 2001 and 2009; with hospital admissions for liver disease (including alcoholic liver disease) continuing to rise. It is estimated that the annual cost of alcohol harm to the NHS in England is £3.5bn² (2009/10 prices).

Alcohol misuse also imposes wider harms and costs on society; such as crime and disorder, social and family breakdown and sickness absence. Estimated costs³ of alcohol misuse and crime in England are £11 billion per year (2010-11 costs) with the costs of alcohol related lost productivity in the UK of £7.3 billion per year (2009-10 costs). These costs also place additional burden and demand upon public services across a wide range of sectors; including health, social care, criminal justice, public protection and environmental services.

As such, the need to address alcohol related harm has gathered significant momentum in recent years; with publication in March 2012 of HM Government's Alcohol Strategy; which seeks to "reshape the approach to alcohol and reduce the number of people drinking to excess".

Addressing alcohol related harm is therefore complex and requires a long-term and structured approach. This refreshed and updated alcohol strategy for Wiltshire is informed and directed by national and local policy drivers, alongside statutory and regulatory frameworks. More information can be found in the appendix.

Developments following the Wiltshire alcohol strategy 2009-11

The first Wiltshire alcohol strategy and implementation plan ran during 2009-11; with further action plans running in 2011-12 and 2012-13. Previous plans focussed on four key themes to:

Prevent adults and young people from harming themselves and others by improving knowledge about the risks of hazardous drinking.

Intervene by providing better services to help people who have problems as a result of alcohol misuse, as well as their families or carers.

Take **enforcement** action against those committing alcohol related crime and anti-social behaviour.

Provide effective **rehabilitation** programmes for those within the criminal justice system.

Much progress has been achieved in Wiltshire following the previous alcohol strategy and implementation plans. This includes production of a dedicated alcohol needs assessment document alongside:

- Delivery of alcohol awareness raising training to multi-agency frontline staff including: health, adult social care (older people), education and youth development
- Targeted alcohol licensing and anti-social behaviour training to police and other relevant frontline staff groups
- Targeted alcohol health promotion activities: Alcohol Awareness Week (2012) and work with Wiltshire Council Occupational Health Team
- Establishment of multi-agency Licensing Tasking Group
- Launch of a specialist Alcohol Liaison Nurse (ALN) service at Salisbury Foundation Trust Hospital alongside joint working with the Royal United Hospital, Bath ALN service
- Launch of the Hidden Harm Strategy
- Targeted diversionary activities for children and young people
- Delivery of alcohol screening and brief interventions within HMP Erlestoke
- Delivery of alcohol arrest referral programme: Alcohol Referral Programme for Offenders and Victims (ARPOV)
- Streamlining and improvement of criminal justice interventions including SWITCH partnership approaches and delivery of Alcohol Treatment Requirements (ATRs)
- Data sharing system in place regarding alcohol related violence presentations at hospital emergency departments/minor injury units
- Use of Drink Banning Orders and multi-agency community safety approaches
- Targeted licensing approaches including a programme of test purchases
- Implementation of joint council and police inspections of door staff

Additional developments as a result of the last Wiltshire Alcohol Strategy:

- Launch of the new integrated drug and alcohol treatment service for adults: Wiltshire Substance Misuse Service (WSMS) using a new CarePath case management database
- Launch of the 'Alcohol Hazards' Children and Young People's Project (2012) and Parents Project (2014)
- Re-design and tendering of the Motiv8 children and young people's substance misuse service (2014)
- Launch of primary care based alcohol screening, identification and brief advice (IBA) services in selected pharmacies and GP surgeries
- Extension of specialist substance misuse carer services
- Purple Flag status awarded for Salisbury (2012 and 2013)
- Delivery of multi-agency street drinkers project
- Extension of housing provision for those engaged with or exiting treatment services (alcohol and drugs)
- Securing a 3 year 'preparation for employment' programme (Skills Into-Employment); to support the recovery process
- Ongoing delivery of Royal College of General Practitioners (RCGP) specialist alcohol misuse training programme for GPs/primary care health professionals in Wiltshire
- Production of an updated alcohol needs assessment for Wiltshire 2013-14

Some of these developments also reflect Wiltshire's ongoing commitment and success in working with our third sector/voluntary and community organisation partners to address alcohol related harms.

Understanding the local profile

Wiltshire is a predominantly rural county in the south-west of England with a population of 476,816⁴. Although centrally divided by the large expanse of Salisbury Plain, Wiltshire has many market towns and villages; with mixed and vibrant communities. Wiltshire is also home to world-renowned cultural and heritage destinations such as Stonehenge and the internationally established WOMAD - World of Music, Arts and Dance Festival.

Larger populations live within the cathedral city of Salisbury to the south and in other towns such as Trowbridge and Chippenham to the north of Salisbury Plain. According to 2011 census figures, Wiltshire has a lower proportion of ethnic minorities (6.6%) than the South West region as a whole (8.2%)⁵. Wiltshire also has an ageing population. The county's fastest population increase has been, and will continue to be, in the number of people aged 85 years and over⁶.

The armed forces and their families form a significant population group in Wiltshire; with numbers set to expand significantly in future years as the Ministry of Defence relocates service personnel from overseas locations to Wiltshire in 2015-19. Plans are ongoing to accommodate approximately 11,000 military personnel and their families in the Salisbury Plain area to the south of the county⁷.

Wiltshire can generally be considered an area of prosperity with a high economic activity rate for residents aged 16-64⁸ and higher than average life expectancy rates. Despite this, the recent economic downturn has impacted Wiltshire residents. Around 1 in 12 people (8%)⁹ said their health had got worse for reasons connected to the economic downturn and there is a higher rate (compared to England and other south-west regions) of young people not in employment, education or training. Wiltshire has some areas of deprivation; with life expectancy 6.6 years lower for men and 3.8 years lower for women in Wiltshire's most deprived areas¹⁰.

Wiltshire is a safe county with lower levels of recorded crime than national averages. Despite this, alcohol related violence and anti-social behaviour does have an impact upon our communities across the county.

Night time economy

Alongside other areas of the UK, alcohol forms an important component of the local economy; with the diverse range of licensed premises throughout Wiltshire making a major contribution to attracting both initial and repeat visitors. Recent indicators¹¹ continue to demonstrate Wiltshire as having a higher level (as compared to the regional average) of employees in bars; with over 1,500¹² licensed premises in our locality.

Drinking behaviours in Wiltshire

Alcohol problems are widespread across the UK. Whilst it is difficult to accurately record levels of alcohol consumption and drinking behaviours; it is estimated there are over 4,200¹³ dependent drinkers (aged 18 – 75 years) in Wiltshire. Further estimates¹⁴ suggest there are over 132,000 people in Wiltshire classified as drinking at 'increasing' or 'higher' risk levels. Wiltshire also has a greater proportion of higher risk drinkers (6%) as compared to the south west average of 4.7%.

Alcohol related hospital admissions

The data collection and analysis methods for tracking the numbers of people admitted to hospital for alcohol related reasons has recently changed¹⁵. However, in the period 2012-13 in Wiltshire, we know that 1,246 people were admitted to hospital for an alcohol specific condition¹⁶. 119 people in Wiltshire also died from chronic liver disease in the period 2010-12¹⁷. Numbers of alcohol specific in-patient hospital admissions for individuals aged under 18 in Wiltshire has remained relatively static with 67 alcohol related admissions in 2011-12 (as compared to 74 in 2010-11 and 59 in 2009-10)¹⁸.

Additional work was undertaken in 2014 to explore the reasons behind repeat alcohol related hospital admissions of Wiltshire residents which will further inform our planning to address this issue.

Alcohol and violence; including domestic abuse and alcohol related recorded crimes

2012-13 Wiltshire Police data shows 2,163 alcohol related arrests were recorded in the county. A large proportion of the arrests occurred in Salisbury; with the top 3 offence types being assault, drink driving and drunk and disorderly. 27 sexual offence alcohol related arrests were shown¹⁹.

Although alcohol related domestic abuse crimes in Wiltshire have decreased from a peak in August 2010; alcohol related domestic abuse crime in Wiltshire increased by 2.7% in the 12 month period recorded (2012-13)²⁰. There were 1,234 domestic abuse crimes recorded in Wiltshire between August 2012 and July 2013²¹. These figures should be considered as a 'proxy indicator' for the volume of domestic abuse related crime where alcohol has been involved.

Other intelligence sources, including information from the drug and alcohol needs assessment 2013-14, have also helped inform our understanding and identify:

- During 2012-13, 544 adults were in alcohol treatment in Wiltshire, with a further 233 adults in drug treatment who cited additional problematic alcohol use²²
- 83 young people received substance misuse (alcohol and/or drug) treatment between April 2013 and February 2014 in Wiltshire. Cannabis and alcohol continue to be the main drugs for which treatment is sought amongst young people locally²³
- Wiltshire's hidden harm needs assessment²⁴ undertook an analysis of serious case reviews. This indicated that parental substance misuse, domestic abuse, mental health and physical abuse were key characteristics. It also estimates a minimum of 3,255 children are affected by parental alcohol misuse in Wiltshire
- There is a strong correlation between alcohol related admissions and local deprivation in Wiltshire. Admissions in the most deprived quintile are 61% higher than in the least deprived quintile²⁵
- A new Alcohol Liaison Nurse Service commenced in 2012 at Salisbury Foundation Trust Hospital. In the period October 2012 – July 2013, 639 new referrals were received²⁶
- Alcohol (and/or drug) misuse impacts negatively upon the carers and family members of those with substance misuse problems. Of those adults accessing dedicated carer support services in Wiltshire in 2012-13, 54 cared for an individual with alcohol misuse problems²⁷
- In 2013-14 there were 15 'drug related deaths' notified to the council's substance misuse commissioning team. Of these deceased individuals, 11 had received treatment for alcohol misuse
- Use of specific schemes such as Drink Banning Orders have been successful in Wiltshire
- Alcohol Treatment Requirements (ATR) continue to be successfully delivered for adult offenders under probation supervision, through partnership working with the Wiltshire Substance Misuse Service

There are also areas where our knowledge, understanding and partnership working can be developed and improved:

- The impact of alcohol misuse upon Wiltshire's vulnerable and minority ethnic communities. Other specific groups include:
 - Canal and river dwellers
 - Older people
 - Those with mental health problems including dual diagnosis
 - Children and young people at risk from parental/carers substance misuse
 - Lesbian, Gay, Bisexual and Transgender (LGBT) groups
 - Offenders and those involved with the Criminal Justice System
- The impact of alcohol misuse in the workplace
- The prevalence of alcohol (and drug misuse) problems in both serving and ex-military personnel
- The underlying reasons for adult's re-entry into the treatment system
- Improved links with ambulance services
- Extent of counterfeit alcohol sales
- Prevalence of Foetal Alcohol Spectrum Disorder (FASD) in Wiltshire

What does this mean and how do we now move forward?

Addressing and reducing alcohol related harm is both complex and challenging. As a result of the work achieved with Wiltshire's last alcohol strategy and alongside our analysis of the current picture of alcohol related need in Wiltshire; we have identified four key thematic areas as a framework for action in 2014-18:

Theme 1 – Prevention

Improve knowledge about the risks of harmful drinking

Theme 2 – Intervention

Deliver high quality support services to meet individual needs

Theme 3 – Protection

Effective partnership approaches for a safer Wiltshire

Theme 4 – Engagement

Developing stronger and more resilient communities

Each theme is explored in more detail later in this document; with our priorities for action being guided by strong intelligence and evidence. We also aim to co-ordinate action and activities in a multi-agency and partnership led approach to make best use of our resources and target future investment. This work will be undertaken through a specific delivery plan to support the implementation of the alcohol strategy. More information on the development and implementation of the delivery plan is included later in this document.

Our aims and approach

Alcohol misuse and its associated health and other harms can negatively impact people's lives in many ways. Investing in targeted and well run alcohol interventions saves money. For every 5,000 patients screened in primary care, this may prevent 67 A&E visits and 61 hospital admissions, saving £90,000 against a cost of £25,000²⁸. Similarly, using a targeted and well run approach to the night time economy in Wiltshire can bring great benefits to our local communities in terms of the local economy and employment opportunities; alongside positive community integration and enjoyment.

This alcohol strategy aims to minimise the health and other hidden harms, violence and anti-social behaviour associated with alcohol; whilst ensuring that people in Wiltshire are able to enjoy alcohol safely and responsibly. This approach does pose some inevitable tensions and it must be acknowledged that whilst the burden of harm related to alcohol misuse is likely to increase when considering age and health profiles in Wiltshire, public sector funding budgets will remain under close scrutiny.

Our public sector delivery environment is also one of constant change; including significant changes resulting from the government's transforming rehabilitation plans due to take place during the course of this strategy's lifetime. The arrival of significant numbers of armed forces personnel and their dependents to Wiltshire in future years is another facet of considerable change for our county. These issues present both exciting opportunities for new ways of working alongside challenges; which this alcohol strategy aims to embrace.

Strong partnership approaches are therefore integral to effectively addressing alcohol related harms in Wiltshire. Our key strategic partners include:

HM Prison Service – HMP Erlestoke

Ministry of Defence

National Probation Service and BGSW Community Rehabilitation Company

NHS Wiltshire Clinical Commissioning Group (CCG)

Wiltshire Council

Wiltshire Fire and Rescue Service

Wiltshire Police and Crime Commissioner (PCC)

Wiltshire Police

Working in partnership, the key overarching objectives of this refreshed alcohol strategy are to:

- Raise awareness of sensible and responsible drinking levels and reduce the levels of high risk drinking
- Reduce the level of alcohol related harm
- Support individual treatment need to reduce levels of chronic and acute ill health caused by alcohol
- Maintain Wiltshire's safe communities and manage our night time economy environments

Consultation and feedback

This refreshed alcohol strategy for Wiltshire will again adopt a thematic approach to guide our priorities for action. The involvement of our local communities is also an important element in the development of our plans to reduce alcohol related harms. The alcohol strategy will therefore be informed by feedback from a public consultation process. This was undertaken by Wiltshire Council during 2014 and 2015 as part of Wiltshire's Big Drink Debate.

Implementation of the Strategy

The lead delivery manager for this alcohol strategy and its associated delivery plans is the Drug and Alcohol Delivery Manager (Public Health Consultant) based within Wiltshire Council's Public Health Team. Contact details can be found in the 'useful contacts' section at the end of this strategy.

Delivery, management and performance of the Wiltshire alcohol strategy 2014-18 will be overseen by the Joint Strategy and Commissioning Group (JSCG) at Wiltshire Council; a sub-group of the Wiltshire Community Safety Partnership. Progress of the strategy will be monitored on a quarterly basis and will be coordinated by Wiltshire Council's Public Health Team; with engagement from all key partners.

This strategy will have associated delivery plans which will operate over a four year period 2014-18. The delivery plan will be produced and reviewed on an annual basis in order to ensure it remains a dynamic and relevant document for Wiltshire; with clear and achievable objectives which are responsive to local needs and changing policy/legislative frameworks.

Alcohol Strategy 2014 - 18

Theme 1. Prevention

Improve knowledge about the risks of harmful drinking



Improve knowledge about the risks of harmful drinking

Alcohol misuse has far reaching effects on individuals, their families and local communities; in addition to the consequent impact upon local services in responding to, managing and treating alcohol related harms. Alcohol is 10% of the UK burden of disease and death, as measured by DALYs (disability adjusted life years) lost; smoking is 15%. By this measure, alcohol is one of the three biggest lifestyle risk factors for disease and death in the UK, after smoking and obesity²⁹. Improving public awareness about the risks of harmful drinking therefore plays an important role in alerting people to harms they might not be aware of, as well as helping them to change their behaviour.

Big Drink Debate:

57% correctly identified drinks containing the most units of alcohol

In addition to preventative health promotion work and training, this theme will also focus on preventative approaches to working with children and young people.

As the government's alcohol strategy 2012 notes, "supportive relationships, strong ambitions and good opportunities are key protective factors against early drinking and young people's misuse of alcohol".

Some areas identified for further development under this theme following the last alcohol strategy include:

- Ongoing development of strategic approaches across public health functions
- Wider community safety work to inform communication and public awareness raising

Our priorities for action:

We will aim to raise public awareness of alcohol related harms by developing a strategic approach with our partners and delivering targeted campaigns.

We will continue to train our frontline staff and voluntary sector partners to recognise the signs of harmful drinking; including that of parental/ carer alcohol misuse and risks linked to Child Sexual Exploitation (CSE).

We will aim to improve alcohol awareness within the workplace.

We will work with the Ministry of Defence to raise awareness of alcohol related harms to armed service personnel, and to support the forthcoming military personnel re-basing plans.

We will work to continue to reduce risks of alcohol related harms to children and young people through awareness raising activities in schools, colleges and with prospective parents; alongside the provision of diversionary activities. This work will link to targeted interventions to identify, prevent and protect children and young people at risk of Child Sexual Exploitation (CSE) in Wiltshire.

How we will know we have been successful and the progress measures we can use:

- Increased referrals to specialist community-based treatment services from multi-agency/voluntary sector partners; including older adults, maternity services and children and young people (CYP)
- Improved links and partnership working between WSMS, Motiv8 and CYP services
- Enhance young people's motivation to attend, alongside their successful and consistent engagement with diversionary schemes
- Reduction in hospital alcohol related admissions
- Improved knowledge and data on FASD prevalence in Wiltshire
- Increased uptake of alcohol identification and brief advice (IBA) sessions in primary care settings including GP surgeries and community pharmacies
- PharmOutcomes data on IBA delivery in pharmacies
- Improved links/data retrieval regarding the alcohol element of NHS Health Checks
- Consistent and improved uptake of Wiltshire Council public health alcohol awareness training and behaviour change programme, RCGP Certificate and ongoing continuing professional development (CPD) workshops
- Uptake of multi-agency CSE training course
- Increased public engagement with Wiltshire Council specific campaigns and surveys
- Review/revision/implementation of workplace policies
- Involvement of alcohol industry and retail partners

Alcohol Strategy 2014 - 18

Theme 2. Intervention

Deliver high quality support services to meet individual needs



Alcohol Strategy 2014 - 18

Theme 2. Intervention

Deliver high quality support services to meet individual needs

Effective and cohesive treatment services are key to addressing alcohol related harms. This includes wider treatment provision such as Alcohol Liaison Nurse (ALN) services and arrangements for offenders and prisoners. This theme will therefore focus not only on specialist treatment services but also on wider preventative and early intervention work.

Some areas identified for further development under this theme following the last alcohol strategy include:

- Increasing the proportion of dependent drinkers engaged with treatment services
- Developing opportunities to target 'increasing' and 'higher' risk drinkers in Wiltshire, including via the NHS Health Check scheme
- Ensuring easy and prompt access routes into adult and children and young people's treatment services
- Improved partnership working with children and young people's services to support hidden harm safeguarding work
- Further development of Alcohol Liaison Nurse work

Our priorities for action:

We will deliver an integrated alcohol treatment service with clear access, referral and treatment pathways into the Wiltshire Substance Misuse Service (WSMS) and children and young people's service (Motiv8) for Wiltshire's residents. This will include the development of treatment pathways with our multi-agency partners.

We will aim to engage and retain greater numbers of dependent drinkers (and at an earlier stage) with treatment services.

We will work with the Ministry of Defence to ensure we provide both targeted and appropriate levels of treatment service provision to support the forthcoming military personnel re-basing plans; alongside improving links with existing local military facilities.

We will develop and improve treatment service effectiveness and delivery to those adult clients with mental health problems; including greater partnership and joint working with specialist mental health services.

We will establish and promote the new children and young people's substance misuse service Motiv8 following re-tender of this service.

We will continue to actively promote our treatment services; including those for carers and families.

We will continue to reduce hidden harm and risks of parental substance misuse to children and young people through extended delivery of specialised programmes across Wiltshire.

We will continue to develop improved partnership working and stakeholder intelligence gathering to help identify and protect minors at risk of Child Sexual Exploitation (CSE).

We will streamline delivery of Criminal Justice System services in partnership with HM Prison Service, the National Probation Service, Community Rehabilitation Companies and Wiltshire Police in order to effectively engage those involved in or at risk of entering the Criminal Justice System.

We will extend and develop our ALN services; including links with our neighbouring hospital trusts in Bath and North East Somerset and Swindon.

We will continue to develop our recovery support provision via housing and education, training and employment (ETE) initiatives.

Big Drink Debate:

11% said they consumed 6 or more units of alcohol on one occasion on a weekly basis

Big Drink Debate:
most respondents would prefer to get advice on safe and sensible drinking from their GP

Alcohol Strategy 2014 - 18

Theme 2. Intervention

Deliver high quality support services to meet individual needs

How we will know we have been successful and the progress measures we can use:

- Successful re-tender and launch of Motiv8 service
- Improved partnership working with MoD armed forces bases in Wiltshire
- Increased referrals to and successful completions of Moving Parents and Children Together (M-PACT) programme
- Increased carer/family member uptake of carers support services; including young carers
- Increased numbers of front line service staff trained in children and young people's substance misuse screening; and referrals to the Motiv8 service
- Increased service user uptake and engagement with recovery support housing and/or ETE initiatives

Researchers define binge drinking as consuming 8 or more units in a single session for men and 6 or more for women

- Increased referrals to specialist community-based treatment services; including from multi-agency partners such as mental health, maternity services, armed forces, adult and children's social care services and ALN services

- Establish coordinated intelligence data response through the Licensing Tasking Group to identify potential alcohol related CSE risks to children and young people

- Increased successful completions/exits from community based treatment services
- Reduction in repeat re-presentations to community based treatment services
- Reduction in hospital alcohol related admissions
- Improved data tracking of referrals to/from hospital based ALN services
- Improved joint assessment and engagement with community based treatment services of clients with dual diagnosis

Big Drink Debate:

most respondents would go to their GP, a specialist treatment service or to Alcoholics Anonymous for help with problematic drinking

Alcohol Strategy 2014 - 18

Theme 3. Protection

Effective partnership approaches for a safer Wiltshire



Alcohol Strategy 2014 - 18

Theme 3. Protection

Effective partnership approaches for a safer Wiltshire

This theme will focus on objectives and actions to reduce alcohol related crime and disorder and anti-social behaviour in Wiltshire. This will include effective management of the night time economy, utilising partnership wide approaches and plans such as Wiltshire's licensing plan and the Police and Crime Commissioner's (PCC) Plan. In addition to enforcement activities, this theme will also focus on treatment and interventions regarding domestic abuse and binge drinking.

Some areas identified for further development under this theme following the last alcohol strategy include:

- Continued liaison and joint working with relevant partner agencies to inform community safety approaches including:
- Work with the new Community Rehabilitation Companies (CRCs)
- Engaging local retail sector/industry partners to promote responsible marketing, promotion and sales of alcohol
- Ongoing proportionate use of licensing tools and provisions to improve management of the night-time economy
- Development of 'recovery vehicle' community safety/night time economy initiatives with the Wiltshire Substance Misuse Service

Our priorities for action:

We will work jointly with our multi-agency partners to reduce and effectively manage incidents of 'binge drinking' in our town centres.

We will work jointly with our multi-agency partners to reduce alcohol related crime.

We will work jointly with our multi-agency partners to reduce alcohol related anti-social behaviour.

We will continue the effective management of the night time economy in Wiltshire; including through appropriate and proportionate use of licensing legislation and the associated range of enforcement powers, tools and provisions.

We will develop the existing Drink Banning Order (DBO) scheme in line with the Anti-Social Behaviour, Crime & Policing Act 2014.

We will continue to work jointly with our multi-agency partners to raise awareness of and highlight the risks and situations associated with domestic abuse and alcohol.

How we will know we have been successful and the progress measures we can use:

- Further implementation of Purple Flag scheme approaches
- Analysis of data/intelligence from the following sources:
 - Police/minor injury unit/emergency department
 - Ambulance
 - Environmental/Licensing and Public Protection services
- Police recorded crime/arrests data to demonstrate reductions in alcohol related crime and disorder and anti-social behaviour
- Analysis of licensing reviews called in response to alcohol related concerns
- Appropriate use of Anti-Social Behaviour, Crime and Policing Act 2014 tools and powers; including use of Public Space Protection Orders and Civil Injunctions to address alcohol related community concerns

Big Drink Debate:

109 respondents had been a victim of alcohol related crime or anti-social behaviour

Alcohol Strategy 2014 - 18

Theme 4. Engagement

Developing stronger and more resilient communities



Alcohol Strategy 2014 - 18

Theme 4. Engagement

Developing stronger and more resilient communities

The government's alcohol strategy 2012 states "Local communities, services and businesses are best placed to tackle alcohol-related issues in their area and enforce the behaviour and develop the cultures that they want"³⁰. Developing community resilience is also a key objective of Wiltshire Council's Business Plan and this theme will therefore seek to support and empower our local communities to do more for themselves to reduce alcohol related harms.

Wiltshire Council is also working to establish sensible and positive licensing approaches in Wiltshire. This recognises the need to properly balance the rights of residential communities, the business sector and other relevant parties.

Our priorities for action:

We will increase our local communities' involvement and engagement in alcohol related events and consultations.

We will encourage our local communities to identify their local needs regarding alcohol related harms and contribute to tailored approaches to address such harms. This includes the impact of drinking within the home.

We will encourage our local communities to contribute to and adopt partnership and innovative approaches to addressing their identified alcohol related needs. This includes our military communities and associated partners in Wiltshire.

We will work to improve data sharing and engagement with our multi-agency partners.

We will encourage local retail and industry partners to engage in schemes such as Pubwatch and to work with their local communities. National Pubwatch is a voluntary organisation set up to promote best practice through supporting the work of local pubwatch schemes. Its aim is to achieve a safer drinking environment in all licensed premises throughout the UK³¹.

We will work to secure the safety and amenity of residential communities whilst facilitating a sustainable and diverse entertainment and hospitality sector in Wiltshire.

How we will know we have been successful and the progress measures we can use:

- Local area board JSA data
- Public engagement with the Big Drink Debate survey and number of survey returns
- Public attendance at the Big Drink Debate forum event
- Public attendance and engagement with alcohol awareness raising events; including targeted events for identified groups/communities
- Take-up and use of the alcohol community toolkit
- Development of new local initiatives and activities with community groups/third sector organisations; including with local festivals and licensed trade members
- Public engagement with and uptake of social media techniques to address alcohol related harm
- Increased delivery of treatment services via partnership approaches in outlying rural areas
- Increased attendance and engagement with treatment services in outlying rural areas
- Industry take up of schemes such as Pubwatch and Purple Flag
- Industry engagement with public protection licensing initiatives such as induction training

Big Drink Debate:

300 respondents said drinking on the streets and in open places like parks should be banned

Appendix

National policy and guidance:

The Government's Alcohol Strategy, 2012 (HM Government)

This government document seeks to “radically reshape the approach to alcohol and reduce the number of people drinking to excess”. Its key aims include tackling alcohol related violent crime, binge drinking and reducing alcohol related deaths. It also focuses on changing behaviour and encouraging responsible drinking to address wider health and other harms. The strategy identifies local action and industry support as key partners in these aims.

Health and Social Care Act 2012 (HM Government)

This Act provides the legislative framework for structural changes to NHS delivery; including the establishment of Clinical Commissioning Groups (replacing the former Primary Care Trusts) and moving public health functions into Local Authorities. The Act also established Public Health England as an executive agency of the department of health. At the local level, the Act puts local authorities in charge of driving health improvement; pulling together the work done by the NHS, social care, housing, environmental health, leisure and transport services.

Improving Outcomes and Supporting Transparency; a public health outcomes framework for England 2013 – 2016 (Department of Health, 2012)

This framework sets out the overarching vision for public health delivery and the broad range of opportunities for public health work to improve and protect health across the life course and to reduce health inequalities. The framework includes a set of public health indicators across a range of domains and includes alcohol specific objectives. These indicators provide an important basis for local authority based public health work in addressing alcohol related harms in local areas.

Breaking the Cycle – Effective Punishment, Rehabilitation and Sentencing of Offenders, 2010 (Ministry of Justice)

This outlines the government's approach for delivering more effective punishment, improving public safety and starting to break the cycle of offending. It identifies the role of alcohol and wider

drug misuse in offending behaviour and examines a more localised approach to tackling offending behaviour.

Licensing Act 2003 (HM Government)

Selling Alcohol Responsibly: The New Mandatory Licensing Conditions 2010 (Home Office) and

The Licensing Act 2003 (Mandatory Conditions) Order 2014

The Licensing Act 2003 includes provision for mandatory licensing conditions relating to the sale and promotion of alcohol by licensed premises. Further conditions have been added since the 2003 Act. The most recent mandatory licensing condition came into force in May 2014 and bans the sale of alcohol below cost price.

Transforming Rehabilitation: A Strategy for Reform (Ministry of Justice, 2013)

Transforming Rehabilitation is a government reform programme changing the way offenders are managed in the community and giving statutory supervision and rehabilitation in the community to every offender released from custody. Key aspects of the reforms are to create a new public sector National Probation Service to work with the most high-risk offenders and forming 21 new Community Rehabilitation Companies for work with medium and low-risk offenders.

Local policy and guidance:

- Wiltshire's Joint Strategic Assessment for Health and Wellbeing 2013-14
- Wiltshire Health and Wellbeing Board Strategy 2014/15
- Wiltshire Council Business Plan 2013-17
- Other Wiltshire Council Strategies and Plans:
 - Wiltshire Joint Strategic Assessment 2012-13
 - Hidden Harm Strategy 2011-14
 - Swindon and Wiltshire Anti-Social Behaviour Reduction Strategy 2013-14
 - Swindon and Wiltshire Domestic Abuse Reduction Strategy 2013-15 (refreshed July 2014)
 - Statement of Licensing Policy 2014-18

References

- ¹ Department of Health (2014) Annual Report of the Chief Medical Officer, Surveillance Volume, 2012: On the State of the Public's Health
- ² NICE (2012) Local Government public health briefings – Alcohol. Available at <http://publications.nice.org.uk/phb6>
- ³ NWPFO (2011) Topography of Drinking Behaviours in England: synthetic estimates of numbers and proportions of abstainers, lower risk, increasing risk and higher risk drinkers in local authorities in England
- ⁴ ONS mid-year population estimates 2012
- ⁵ Wiltshire Health and Wellbeing JSA – Demographics: Ethnicity Chapter 2013/14
- ⁶ Wiltshire Joint Strategic Assessment 2012/13
- ⁷ Wiltshire Council/MoD (2014), Consulting for a Masterplan: Stakeholder Presentation. Available at: www.gov.uk/government/consultations/salisbury-plain-training-area-master-plan-army-basing-programme
- ⁸ Wiltshire Health and Wellbeing JSA – Wider Determinants of Health: Economy Chapter 2013/14
- ⁹ Ibid
- ¹⁰ PHE (2013) Wiltshire Health Profile
- ¹¹ LAPE (2014) Alcohol Profile for Wiltshire. Available at www.lape.org.uk
- ¹² Wiltshire Council Public Protection Team data
- ¹³ NTA (2012) JSNA Support Pack for Strategic Partners: The data for alcohol, Wiltshire UA
- ¹⁴ See 11 above
- ¹⁵ Centre for Public Health/Liverpool John Moores University (2014) Updating England Specific Alcohol Attributable Fractions
- ¹⁶ See 11 above
- ¹⁷ Ibid
- ¹⁸ WCSP Alcohol Needs Assessment 2013-14
- ¹⁹ Ibid
- ²⁰ Ibid
- ²¹ Wiltshire Council Knowledge Management Team (Wiltshire Police data)
- ²² PHE (2013) Drugs and Alcohol JSNA Support Pack
- ²³ Wiltshire Children and Young People's Substance Misuse Needs Assessment 2013
- ²⁴ Wiltshire Hidden Harm Needs Assessment 2012/13
- ²⁵ Wiltshire Health and Wellbeing JSA – Alcohol Misuse Chapter 2012/13
- ²⁶ Wiltshire Council Substance Misuse Commissioning Team data
- ²⁷ Ibid
- ²⁸ PHE (2013) JSNA Support Pack – Why Invest (PHE publications gateway number: 2013-190)
- ²⁹ House of Commons Health Committee (2012) Government's Alcohol Strategy, 3rd Report of Session 2012-13
- ³⁰ HM Government (2012) The Government's Alcohol Strategy
- ³¹ Pubwatch information: www.nationalpubwatch.org.uk

Useful contacts

Drug and Alcohol Delivery Manager

Tracy Daszkiewicz - Consultant in Public Health
Wiltshire Council
Public Health Team
County Hall
Bythesea Road
Wiltshire BA14 8JN

For further information, please contact:

Lydia Thomas - Senior Commissioning and
Performance Officer (Alcohol Misuse)
Wiltshire Council
Public Health
Substance Misuse Commissioning Team
County Hall
Bythesea Road
Trowbridge
Wiltshire BA14 8JN

Local support organisations in Wiltshire:

Wiltshire Substance Misuse Service

Specialist community alcohol and drug treatment and support service for adults.

0345 603 6993

Motiv8

Children and Young People's Substance Misuse Service

Specialist community alcohol and drug treatment and support service for under 18s.

0800 169 6136

Email: info@dhimotiv8.org.uk

Wiltshire Addiction Support Project (WASP)

Peer led support for those with drug and alcohol problems, including carer and family support.

Beaufort Mansions, 55-57 Stallard Street, Trowbridge, Wiltshire, BA14 8HP

01225 775558

www.addiction-support.co.uk

Service User Involvement Coordinator: **07525 730586**

Carer Involvement Coordinator: **07920 744313**

Email: office@addiction-support.co.uk

Alcoholics Anonymous Wiltshire

24 hour helpline **01380 729064**

Action on Addiction – For Families

Specialist substance misuse carer/family support services including free support groups and counselling service .

01747 832015

www.actiononaddiction.org.uk/For-Families

Email: forfamilies@actiononaddiction.org.uk

Sparksite

Spark is a website by and for young people in Wiltshire.

www.sparksite.co.uk

Useful contacts

National information and support organisations:

NHS Choices Drinking and Alcohol

NHS website providing alcohol information, advice and guidance – including NHS reviewed apps to help deal with different aspects of drinking alcohol and cutting consumption down.

www.nhs.uk/Livewell/alcohol/Pages/Alcoholhome.aspx

Change 4 Life 'Choose less booze'

NHS healthy lifestyle website providing alcohol information, advice and guidance.

www.nhs.uk/Change4Life/Pages/drink-less-alcohol.aspx

Alcoholics Anonymous

National helpline: **0845 769 7555**

www.alcoholics-anonymous.org.uk

Email: help@alcoholics-anonymous.org.uk

Drinkaware

Website providing alcohol information and advice.

www.drinkaware.co.uk

ADFAM

For families and friends of alcohol and drug users.

www.adfam.org.uk

Al-Anon and Alateen

Self Help Family Groups provide support to anyone whose life is, or has been, affected by someone else's drinking. Alateen is for teenage relatives and friends of alcoholics. Alateen is part of Al-Anon.

Confidential helpline **020 7403 0888**
(available 10 am - 10pm, everyday)

www.al-anonuk.org.uk

Email: enquiries@al-anonuk.org.uk

National Association for Children of Alcoholics (NACOA)

Provides information, advice and support for everyone affected by a parent's drinking.

Free confidential helpline **0800 358 3456**

www.nacoa.org.uk

Email: helpline@Nacoa.org.uk



Wiltshire Alcohol Strategy 2014 – 18

Responses to Consultation period December 2014 – March 2015:

1. Background

- 1.1 Public consultation on the draft Alcohol Strategy 2014-18 took place for a 3 month period; 17 December 2014 – 11 March 2015.
- 1.2 The consultation document was placed on Wiltshire Council's website and publicised as widely as possible. This included specific promotion of the consultation at an external stakeholder 'Big Drink Debate Forum' event held on 18 February 2015 at County Hall.
- 1.3 Consultees were asked to make comments on the draft Alcohol Strategy document.
- 1.4 4 consultation responses were received via email submission. These comments (unabridged) are collated below; alongside actions taken to respond to the comments raised.

Capacity you are responding	Feedback/comments/amendments	Action
Wiltshire Council (Children's Social Care)	I thought this looked great, very clear and concise. I was just wondering whether there would be any scope to put in case examples. E.g. a 17 year old struggling with alcohol consumption, exactly how could they be helped. I could see the organisations available but wasn't clear to me how they would be accessed?	<p>Treatment Pathways are frequently promoted to Social Care Services (adults and children and young people's services) and wider external and internal stakeholders.</p> <p>The Alcohol Strategy is an overarching, high vision document and therefore not designed to include specific Treatment</p>

		<p>Pathways and models. Case examples, whilst valuable, are not included as the document contains results from the Big Drink Debate survey. Case examples are regularly reviewed as part of wider substance misuse specific commissioning activities.</p> <p>Treatment service promotion will be addressed in Delivery/Action Plans linked to the Alcohol Strategy.</p>
Wiltshire Council (Safer Communities and Licensing Team)	<p>P6 – para 3: clarify what this training was</p> <p>P8 – para 2: potential health warning re data quality</p> <p>P8: can we add in counterfeit alcohol sales and is there an opportunity to mention teenage pregnancy where alcohol is a factor</p> <p>P12 re ‘improved links between WSMS, Motiv8 and CYP services’: how will this be measured and what will the success criteria be?</p> <p>P12 re ‘young people’s engagement with diversionary schemes’: what does engagement mean and how will success be measured?</p> <p>P17 re ‘ongoing development of Cumulative Impact</p>	<p>Removed reference to ‘Act’. This information pertains to historical training events involving external stakeholders/partners.</p> <p>Caveat added.</p> <p>Extent of counterfeit sales, FASD and maternity services now referenced.</p> <p>Improved partnership working now referenced. Progress measures already addressed via increased referrals and later reference to ‘increased successful completions and exits from community based treatment services’.</p> <p>Reworded to: Enhance young people’s motivation to attend, alongside their successful and consistent engagement with diversionary schemes.</p> <p>Removed and replaced with ‘Ongoing</p>

	<p>Area (CIA) approaches: May we suggest a general reference such as 'make proportionate use of the licensing act to improve management of the late night economy' rather than specific mention of sections such as CIA which would only apply to a very few limited areas?</p> <p>P17 re 'DBO scheme': DBO's no longer exist since the ASB, Crime and Policing Act was enacted in October. We would suggest a general reference to the news tools and powers as a bullet point rather than as a data source.</p> <p>P17 re 'Licensing Tasking Group': We are not clear what success and progress measure data the licensing tasking group can contribute?</p> <p>P17: May we suggest a further bullet point with a general reference to 'appropriate use of the tools and powers contained in the ASB, C&P Act 2014, including use of Public Space Protection Orders and Civil Injunctions to address alcohol related problems in the community ?</p> <p>P19: there is no mention on this page about working with military community/RMP? Also we noted that while licensed/pub trade/NTE drinking is well covered, there is little or no reference to other drinking environments which affect community members i.e. in the home?</p>	<p>proportionate use of licensing tools and provisions to improve management of the night-time economy'.</p> <p>Removed reference to DBOs (now obsolete). ASB, Crime and Policing Act tools and powers now referenced.</p> <p>Removed as data source. Environmental/Licensing and Public Protection Services data and intelligence analysis now referenced.</p> <p>Addition made.</p> <p>Impact of drinking within the home and Military community/associated partners now referenced.</p>
Wiltshire Council (Public Protection)	Comment regarding the above [Alcohol Strategy], pages are a bit confusing. I was looking for Protection and couldn't find it, hence me noticing it.	Amendment to Theme 3 as 'Protection' throughout.

<p>Office of Police and Crime Commissioner for Wiltshire and Swindon (Chief Executive)</p>	<p>1. We welcome the opportunity to comment on the Wiltshire Alcohol Strategy 2014-18. The OPCC fully supports the need to create a coordinated response to addressing the harm caused by excessive alcohol consumption.</p> <p>2. The OPCC is encouraged that the impact alcohol has on crime and anti-social behaviour is recognised as a key harm caused by excessive alcohol consumption.</p> <p>3. The OPCC believes the document would benefit from a clearer vision for success, providing a clearer commissioning model with accompanying performance measures. This would enable improved strategic coordination, alignment of priorities and identifying opportunities to deliver more effectively. This should build on existing efforts such as the JSA, Strategic Assessment, Health and Wellbeing strategy, Police and Crime Plan, CCG operating plan, QIPP and Criminal Justice measures. The OPCC supports the four areas of focus and would welcome further exploration of the mutual benefits.</p> <p>4. A range of areas across the country have identified the shared financial burden of alcohol related harm, through placed based budgeting to increase coordination, integration and resources across the criminal justice and health and social care systems.</p>	<p>No action required.</p> <p>No action required.</p> <p>The Alcohol Strategy is an overarching, high level document and therefore not designed to include a specific commissioning model. Performance measures for success will be addressed in Delivery/Action Plans linked to the Alcohol Strategy. Delivery, management and performance of the Wiltshire alcohol strategy 2014-18 will be overseen by the Joint Strategy and Commissioning Group (JSCG) at Wiltshire Council; a sub-group of the Wiltshire Community Safety Partnership.</p> <p>Comments passed to relevant Officer/s. Resource allocation (where applicable/appropriate) will link to the delivery, management and performance of the Wiltshire alcohol strategy 2014-18; as overseen by the Joint Strategy and Commissioning Group (JSCG) at Wiltshire Council; a sub-group of the Wiltshire Community Safety Partnership.</p>
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	<p>5. The OPCC believes the focus on the impact on vulnerable people is correct and that service design should ensure that it meets these needs. The OPCC believes that alongside the specific focus on vulnerable people the wider impact on the broader demands placed on public services caused by alcohol could be more explicit and detailed.</p> <p>6. The OPCC is pleased there is a focus on prevention and that there the range of initiatives taking place. The OPCC feels the plan could be improved by clearly linking risk groups and demonstrating the resource allocated and performance to deliver improvements in these areas. In addition to risk groups the OPCC feels the broader initiatives to reduce alcohol related harm in the community should be more explicit.</p> <p>7. The OPCC welcomes the focus on supporting children and young people and prevention. The OPCC would like the document to be clearer the commissioning model for the most vulnerable and those at greatest risk, (including those at risk of entering the criminal justice system). For example it is not clear how this strategy will coordinate licensing, trading standards and other regulatory services to protect children and young people, especially in light of proxy purchases and alerts from stakeholders in protecting those at risk of CSE.</p>	<p>Present and ongoing service design is cognisant of the needs of vulnerable people.</p> <p>Broader demands placed on public services caused by alcohol now referenced.</p> <p>See above comments re inclusion of commissioning models (response to point 1). Specific performance measures for success will be addressed in Delivery/Action Plans linked to the Alcohol Strategy. Resource allocation (where applicable/appropriate) will link to the delivery, management and performance of the Wiltshire Alcohol Strategy 2014-18; as overseen by the Joint Strategy and Commissioning Group (JSCG) at Wiltshire Council; a sub-group of the Wiltshire Community Safety Partnership.</p> <p>See above comments re inclusion of commissioning models (response to point 1). Those at risk of 'entering' the Criminal Justice System (CJS) now referenced. Further detail regarding CJS activities will be addressed/developed in Delivery/Action Plans linked to the Alcohol Strategy.</p> <p>Protection of children in relation to Child Sexual Exploitation (CSE) now referenced. To be further developed in</p>
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	<p>8. The OPCC welcomes the ongoing development of these programmes to prevent and reduce offending. The OPCC would like to see more detail in the document relating to the criminal justice system and how this commissioning model will develop to deliver improvements.</p> <p>9. We note the need to improve data collection from a range of sources to demonstrate the impact of alcohol on our communities. The OPCC supports this and is examining how police information related to alcohol is collected. We would like this to extend to environmental services to capture the wealth of information these service areas capture.</p> <p>10. The focus on working with the licensed trade is fundamental to improving management of premises and something the OPCC wholeheartedly supports. We would reiterate that where premises are poorly managed and having a detrimental impact on the local community proactive action is taken quickly. The OPCC feels that the range of enforcement action taken needs more prominence in the strategy capturing the full range of powers under the Anti-Social Behaviour, Environmental protection and Clean Neighbourhood legislation. In addition to other enforcement agencies such as Police, trading standards and environmental health.</p> <p>11. The OPCC would ask the Licensing Authority to consider utilising its full range of special policies</p>	<p>Delivery/Action Plans linked to the Alcohol Strategy.</p> <p>See above comments re inclusion of commissioning models (response to point 1).</p> <p>See response to point 5 above.</p> <p>Environmental/Licensing and Public Protection Services data and intelligence analysis now referenced.</p> <p>The 'range' of enforcement tools and powers now referenced.</p> <p>Comments passed to relevant Officer/s.</p>
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	<p>within the Statement of Licensing Policy including Early Morning Restriction, Orders, Night Time Levy and Cumulative Impact areas.</p> <p>12. The OPCC recognises the excellent partnership work in the Licensing Tasking Group and we would ask that consideration is given to adopt a Community Alcohol Partnerships that has successfully addressed underage drinking across the country.</p> <p>13. The OPCC strongly supports the prominence engagement has in the strategy and supports the joining up of this information to ensure it drives commissioning. We would like to continue to work with Wiltshire Council and other stakeholders to ensure that the voice of local communities is central to service design.</p> <p>14. The OPCC welcomes reference to the Police and Crime Plan and is committed to continuing to working with partners to improve our joint efforts in this area. We recognise the positive work undertaken by a range of partners and support the work to extend the principles of Purple Flag into other night time economies.</p> <p>15. The OPCC feels that recognition of some of the excellent work being delivered by the community and voluntary sector not directly commissioned should form part of this strategy; such as the street pastors, homelessness charities and alcohol support services.</p> <p>16. The OPCC would like to thank you for this</p>	<p>Comments passed to relevant Officer/s.</p> <p>Comments passed to relevant Officer/s.</p> <p>Comments passed to relevant Officer/s.</p> <p>Work delivered by/with community, voluntary and 3rd sector partners now referenced.</p>
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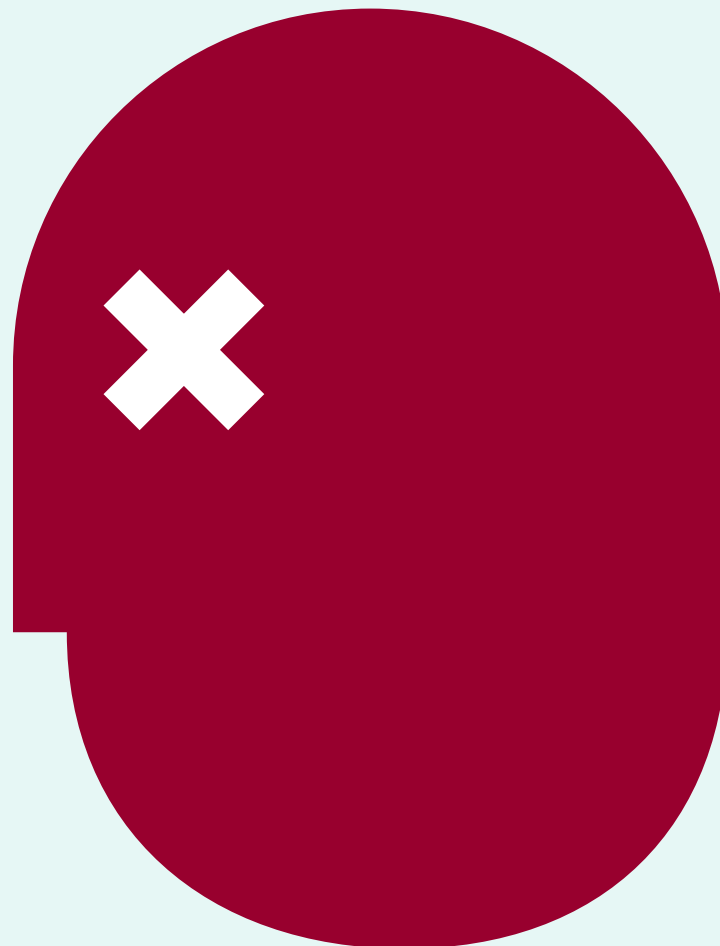
	opportunity to comment and will continue to support this joint work working with partners. If you wish to have a further discussion about these comments please do not hesitate to contact this office.	
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Alcohol and drugs prevention, treatment and recovery: **why invest?**



Alcohol problems are widespread



9 million adults drink at levels that increase the risk of harm to their health

1.6 million adults show some signs of alcohol dependence

Alcohol is the third biggest risk factor for illness and death



Drug use is widespread but addiction is concentrated



2.7 million adults used an illegal drug in the past year

294,000 heroin and crack users in England

40% of prisoners have used heroin

1,200,000 affected by drug addiction in their families – mostly in poor communities

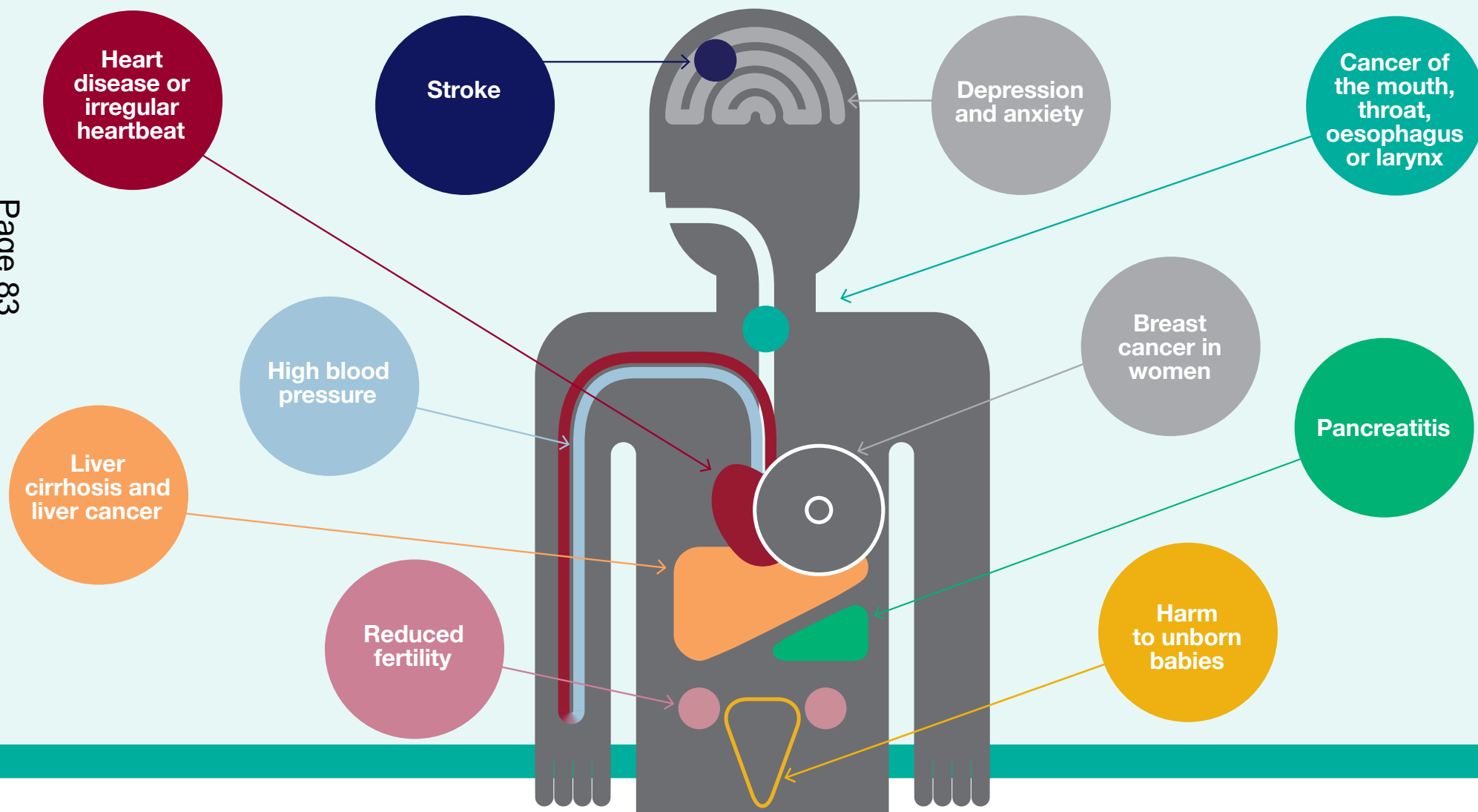


The impact on health and mortality



Alcohol misuse damages health

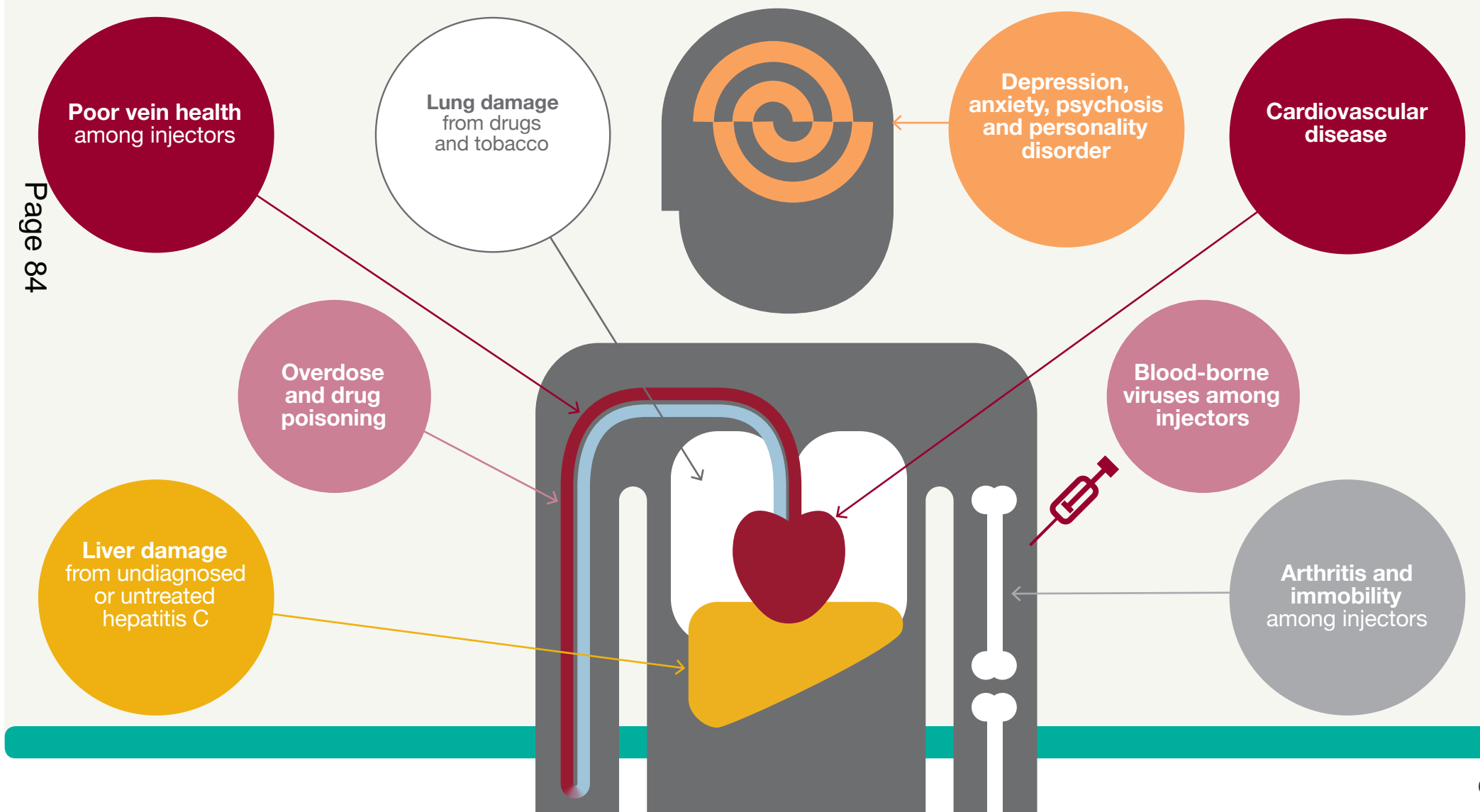
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Drug misuse damages health

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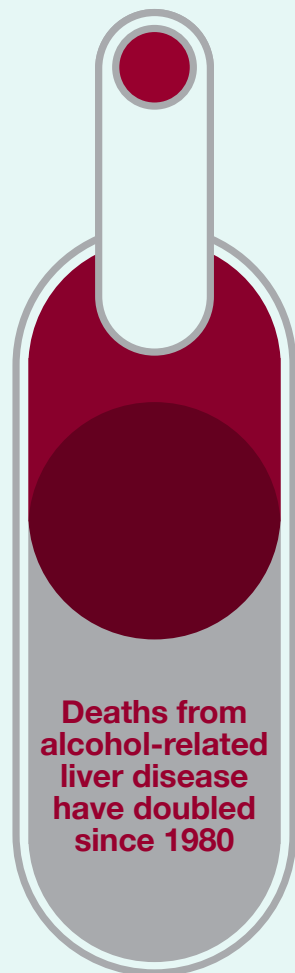




Alcohol and drug deaths

Alcohol misuse
leads to many
deaths

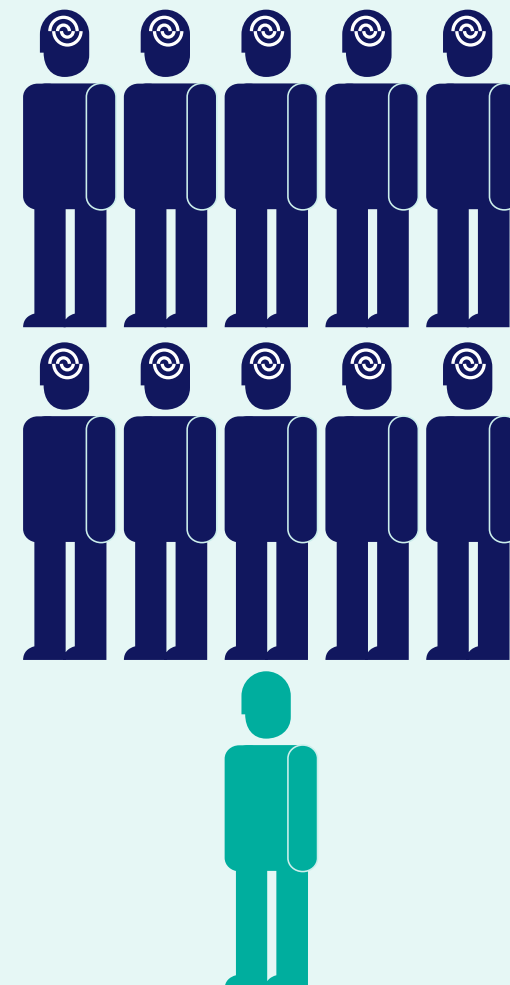
21,485 people
died from
alcohol-related
causes in 2012



A quarter
of all deaths
among 16-24
year old men
are attributable
to alcohol

Deaths among
heroin users are
10 times the
death rate in the
general
population

Deaths involving
new drugs and
some prescription
medicines are
rising





The impact on families and communities

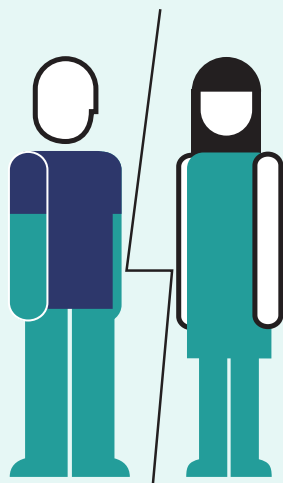


Alcohol misuse harms families and communities

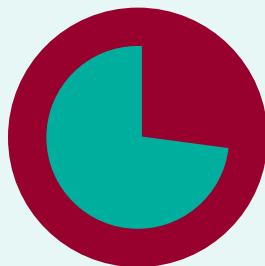
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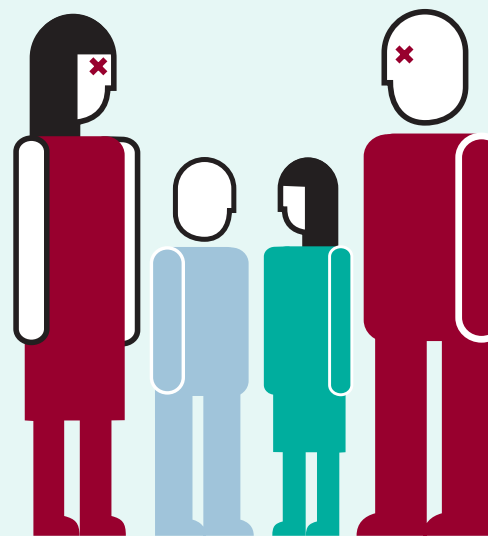
Almost **half**
of violent
assaults



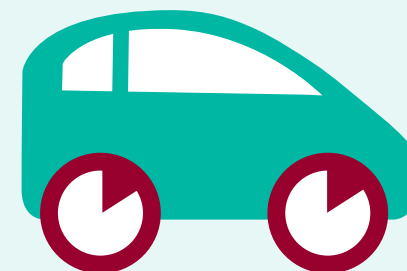
Domestic
violence and
marital
breakdown



27% of
serious
case
reviews
mention
alcohol
misuse



Physical, psychological
and behavioural problems
for children of parents
with alcohol problems



13% of road
fatalities

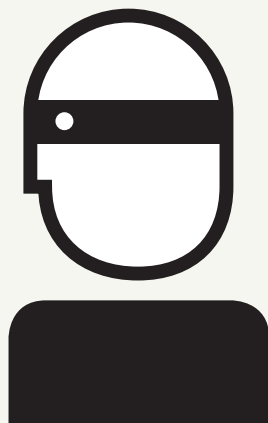


Drug misuse harms families and communities

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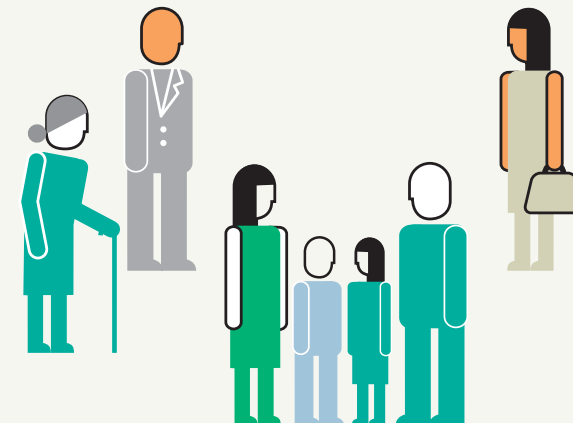
Parental drug use is a risk factor in **29%** of all serious case reviews



Heroin and crack addiction causes crime and disrupts community safety



A typical heroin user spends around **£1,400 per month** on drugs (2.5 times the average mortgage)



The public value drug treatment because it makes their communities safer and reduces crime. **82%** said treatment's greatest benefit was improved community safety

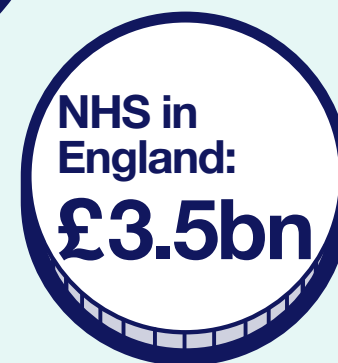


The costs



The annual cost of alcohol-related harm

Page 90





The annual cost of drug addiction

Every year it costs society

£15.4bn

Page 91

Any heroin or crack user not in treatment commits crime costing an average **£26,074** a year

Every year drug misuse costs the NHS in England **£488m**

Annual cost of looking after drug using parents' children who have been taken into care is **£42.5m**



The challenge



Alcohol – what needs to be done

Page 93

1

Improve awareness of alcohol harm among young people and delay the age of first use

2

For people who drink, make lower risk drinking the norm and an easy choice to make

3

Target those who are most at risk

4

Respond to and reduce the harm experienced by those who have already developed problems



Drugs – what needs to be done

Page 94

1

Prevention measures to build resilience among young people and to promote drug-free environments

2

Develop effective responses to the harm of new drugs, and help people who are addicted to medicines

3

Respond to the growing number of older drug users, many of whom have serious addiction and health problems

4

A package of support (treatment, housing, employment, positive social networks) to help people recover and rebuild families and communities



The levers and tools



Population-wide prevention

Page 96





Targeted prevention – alcohol

Hospital alcohol liaison services to reduce the unnecessary burden on the NHS

Brief interventions in primary care and other settings to reduce the impact of alcohol on health

Evidence-based screening in the NHS Health Check to reduce harmful drinking

Prevention programmes to reduce young people's alcohol consumption



Targeted prevention and harm reduction – drugs

Advice, testing, vaccination and treatment for blood-borne viruses

Needle and syringe programmes to prevent infection and spread of blood-borne viruses

Prevent avoidable overdose deaths

Work with local health partners to prevent and treat addiction to medicines

Prevention programmes aimed at young people to reduce drug harms



Specialist treatment (alcohol and drugs)

Page 99

Specialist treatment should be accessible, matched to local need and NICE-compliant

All patients should have a mutually agreed and regularly reviewed care plan, setting out their treatment goals

All treatment should include support for behaviour change

It may also include appropriate prescribed medicines

Residential and community rehabilitation should be available for those who need it





Support for sustained recovery

Everyone should have access to support that promotes and sustains their recovery

Help people access mutual aid groups (e.g. AA, NA, SMART Recovery) and other positive social networks

People in recovery need access to stable accommodation

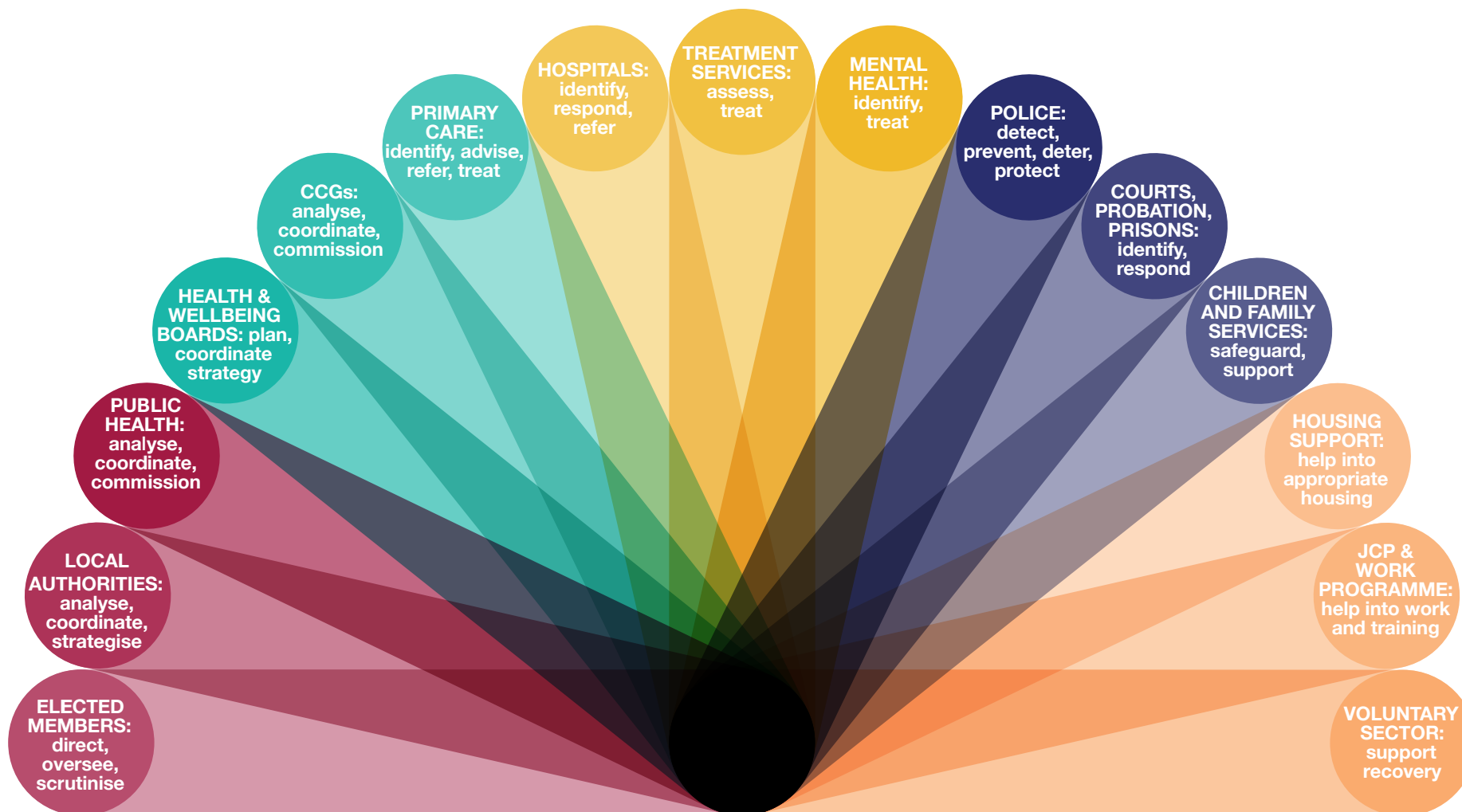
They should be supported into education, training or employment

Doing all of this will enable individuals to reach their full potential, will lead to better outcomes and save money



Partnership: the key to success

Page 101





The benefits of investment

Page 102



Intervening early works and saves money

Page 103



Young people's drug and alcohol interventions result in **£4.3m health savings** and **£100m crime savings** per year

Drug and alcohol interventions can help young people get into education, employment and training, bringing a total lifetime benefit of up to **£159m**

Every **£1** spent on young people's drug and alcohol interventions brings a **benefit of £5-£8**



Investing in alcohol interventions saves money

Every 5,000 patients screened in primary care may prevent **67** A&E visits and **61** hospital admissions

Costs £25,000
Saves £90,000

One alcohol liaison nurse can prevent **97** A&E visits and **57** hospital admissions

Costs £60,000
Saves £90,000

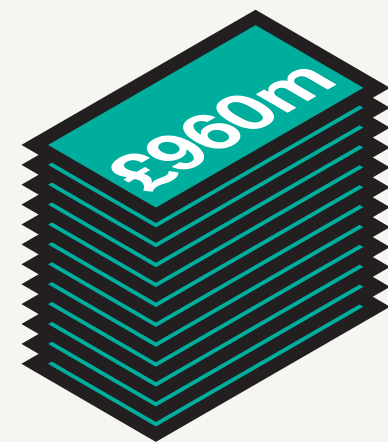
Every **100** alcohol-dependent people treated can prevent **18** A&E visits and **22** hospital admissions

Costs £40,000
Saves £60,000





Investing in drug treatment cuts crime and saves money



Every **£1** spent on drug treatment **saves £2.50** in costs to society

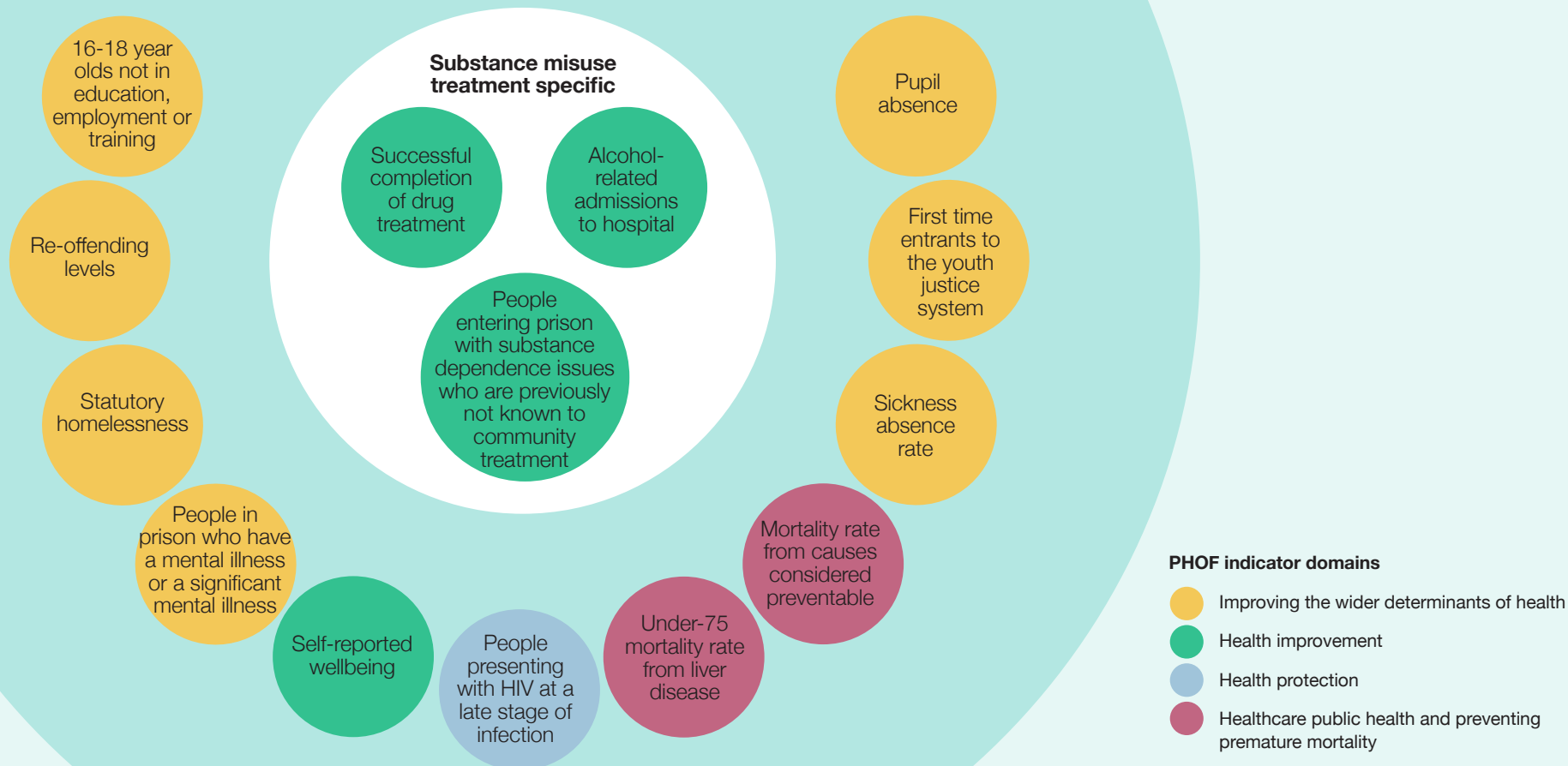
Drug treatment **prevents an estimated 4.9m crimes** every year

Treatment **saves an estimated £960m** costs to the public, businesses, criminal justice and the NHS



Drug and alcohol interventions lead to better public health outcomes

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Find out more...



PHE alcohol, drugs
and tobacco

Local PHE centre
alcohol and drugs team

PHE alcohol learning
resources

Recovery resources for
drugs

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Wiltshire Council

Cabinet

21 April 2015

Subject: Swindon and Wiltshire Local Enterprise Partnership Assurance Framework

Cabinet Member: Councillor Jane Scott OBE
Leader of the Council / SWLEP Board Member

Key Decision: No

Executive Summary

The Department for Business, Innovation and Skills released the National Local Enterprise Partnership Assurance Framework in December 2014, setting out the expected principles of accountable and transparent decision making for all Local Enterprise Partnerships in England. The national framework acted as a precursor to localised Assurance Frameworks, to be developed by each Local Enterprise Partnership in collaboration with their Accountable Body Section 151 Officer.

This report details the work that officers from both unitary authorities have conducted to develop the local assurance framework and highlights the differences to the Local Enterprise Partnership governance, operation and decision making practices that will now be implemented.

Proposal

That Cabinet considers the work of officers in developing a strong and robust Local Assurance Framework in support of SWLEP activity and give its endorsement to the framework, its implementation and ongoing maintenance.

That Cabinet delegates authority to the Associate Director, Economic Development and Planning, in consultation with the Monitoring Officer and the Section 151 Officer, to develop and enter into the relevant legal agreements that will underpin the framework.

Reason for Proposal

To ensure that public funds devolved to the Swindon and Wiltshire Local Enterprise Partnership are spent with regularity, propriety, transparency and value for money.

Dr Carlton Brand
Corporate Director

Wiltshire Council

Cabinet

21 April 2015

Subject: **Swindon and Wiltshire Local Enterprise Partnership Assurance Framework**

Cabinet Member: **Councillor Jane Scott OBE**
Leader of the Council / SWLEP Board Member

Key Decision: **No**

Purpose of Report

1. This report outlines the key messages of the recently developed Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Local Assurance Framework. The report also highlights the changes to SWLEP governance, operation and decision making process that ensures accountable, transparent decision making in respect of devolved funds overseen by the SWLEP Board and included in the SWLEP Growth Deal.

Relevance to the Council's Business Plan

2. The following key actions and outcomes in the Council's Business Plan are relevant to this report:

Key Action Two: Stimulate economic growth in partnership with the SWLEP

Outcome One: Wiltshire has a thriving and growing economy

Outcome Three: Everyone lives in a high quality environment

3. The Swindon and Wiltshire Growth Deal provides much needed capital investment towards a range of infrastructure projects that underpin our economy, including highways improvements, urban regeneration and business and economic development.

Background

4. In December 2014 the Department for Business, Innovation and Skills published the Local Enterprise Partnership (LEP) national assurance framework. The document represents a national standard and single assurance framework covering all government funding flowing through LEPs, to ensure they have a robust value for money process in place.
5. LEPs were required to produce local frameworks to be reviewed by central government by the end of March 2015 to ensure they align with the national framework. LEPs have been given considerable freedom to determine how they implement the practices and standards set out in the national framework.

6. The completed Local Assurance Framework will be agreed and signed off by the LEP Board. The Section 151 Officer of the Accountable Body (Wiltshire Council) must also agree and sign off the Local Assurance Framework in writing, certifying to the Accounting Officer at the Department for Communities and Local Government that the Local Assurance Framework is agreed, is being implemented and meets the standards set out in the national assurance framework. This is set out in section 4.5 of the national framework.

Main Considerations for the Council

7. The following section outlines the content of the Local Assurance Framework and highlights changes to current process and procedure.
8. The Local Assurance Framework covers the following topics:
 - **Local Enterprise Partnership Governance and Background**
The document gives a clear account of the SWLEP governance structure and identifies the decision making powers and the communication processes of relevant SWLEP bodies.
 - **Transparency and Accountable Decision Making**
The document explains how the SWLEP will operate in a clear and transparent manner, enabling engagement by the public and business community.
 - **Accountable Decision Making**
The document details the measures in place to ensure accountable decision making by the SWLEP, supported by the necessary legal agreements between the SWLEP and Wiltshire Council as Accountable Body.
 - **Ensuring Value for Money**
The document details a clear and multiple step process for identified project appraisal and assessment which builds on government best practice and recommendations. The document also details the conditions under which scheme promoters will need to operate in order to satisfy the SWLEP of deliverability and risk management.
9. The following elements of current SWLEP arrangements will change as a result of the Assurance Framework:
 - The Swindon and Wiltshire Local Transport Body (SWLTB) will no longer operate as a decision making body responsible for the approval and release of devolved Transport Majors funds. Instead the SWLTB will become a Local Transport Sub-Group of the SWLEP and will advise the SWLEP Board on transport related business cases and funding opportunities.
 - From 2015/2016 onwards SWLEP Board meetings will operate in public ensuring open, transparent decision making. A Part II element has been retained for items considered financially or commercially sensitive.
 - The SWLEP will publish on its website all decisions, meeting minutes, reports and correspondence from partners, stakeholders and others.

- The SWLEP will also publicise its project prioritisation methodology and evidence of business case development and appraisal, ensuring SWLEP Board funding decisions are transparent and based on evidence and strong business cases.
- 10. The Local Assurance Framework was agreed and signed by the Accountable Body Section 151 Officer on 30 March 2015 prior to being shared with the Department for Business, Innovation and Skills for review.
- 11. The SWLEP and Accountable Body will now begin to implement the Local Assurance Framework as per the requirements of government. As the responsibility for the Local Assurance Framework implementation and maintenance rests with the Accountable Body (Wiltshire Council), a legal agreement between SWLEP, the Accountable Body and relevant scheme promoters will be drafted to support the Local Assurance Framework.

Safeguarding Implications

- 12. There are no safeguarding issues related to this report.

Public Health Implications

- 13. The local economy is a known contributor to the wider determinants of health. A struggling local economy can lead to higher unemployment throughout the local population. This in turn can impact on the mental and physical health of the population in terms of increasing levels of personal debt and associated mental ill health, fuel poverty, child poverty and homelessness.
- 14. The work of the SWLEP delivered through nationally competitive Growth Deals, aims to deliver over 25,500 jobs in Wiltshire and attracts over £500 million of private sector investment to our economy. This will help ensure that Wiltshire's economy remains strong and resilient and that employment figures remain high.

Corporate Procurement Implications

- 15. There are no corporate procurement considerations associated with this proposal; although should the SWLEP Board make recommendations regarding procurement of services to be delivered, then this will become a consideration.

Environmental and Climate Change Considerations

- 16. Through the development of the Growth Deal there will be an increase in demand for, and consumption of, energy in Wiltshire. However, these proposed developments also present opportunities for innovative and pioneering solutions in terms of meeting the challenges ahead of rising energy costs and disrupted supply.
- 17. The Growth Deal offers the chance to support the necessary transition to a low carbon economy which will reduce energy costs and consumption, as well as securing supply for businesses and residents. Through the Growth Deal Wiltshire can develop and grow into a low carbon business destination of choice.

18. The planned housing, road improvements, and business growth and expansion, provide an opportunity to embed the development of a low carbon infrastructure and sustainable building practices. This in turn will also support the local skills agenda, offering opportunities for apprenticeships, up-skilling of the workforce and supporting emerging technologies and patent development.
19. The planned road and rail improvements will also ensure that innovative sustainable transport solutions and networks are fully explored. This will enable affordable low carbon travel throughout the county for business, domestic and tourism.

Equalities Impact of the Proposal

20. The Department for Business, Innovation and Skills published its Equality Impact Assessment (EQIA) for Growth Deals in July 2014. The report concludes that the Growth Deal programme has no adverse impact on any protected group and that the proposed funding decision is neutral in advancing equality of opportunity between persons who share the relevant protected characteristic and persons who do not share it.
21. As projects develop, Wiltshire Council officers will continue to consider the equality implications locally and ensure that there are no negative impacts. This will be done throughout the life of their development and delivery.

Risk Assessment

22. The table below captures the risks together with impacts and probability assessments and mitigation suggestions.

Risk	Impact (0-4)	Prob (0-4)	Total	Mitigation
The processes of the Local Assurance Framework are not upheld by the SWLEP and relevant other parties	3	1	3	A legal agreement between the SWLEP, the Accountable Body and relevant third parties will be agreed in support of the Local Assurance Framework.
The Accountable Body are subject to legal challenge for the decisions of the SWLEP Board.	3	1	3	SWLEP decision making for the approval and prioritising of projects funded through devolved public funds is subject to a robust and multi-step appraisal process as part of the Local Assurance Framework. A legal agreement between the SWLEP, the Accountable Body and relevant third parties will be agreed in support of the Local Assurance Framework.
As Accountable Body, Wiltshire Council could be subject to claw back of funds if Government determines misuse of funds or if funds are defrayed without appropriate procedures being followed, particularly if a project fails to deliver.	4	1	4	A legal agreement between the SWLEP, the Accountable Body and relevant third parties will be agreed in support of the Local Assurance Framework. In addition the council will be seeking agreement with Swindon Borough Council to underwrite projects delivered within the Swindon Borough Council geography.

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

23. Without having a suitable and agreed Local Assurance Framework in place, signed by the Accountable Body Section 151 Officer, the funds already allocated to the SWLEP as part of the Growth Deal programme (£141 million) will not be released by government, causing project slippage and delay to delivery.

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

24. The Local Assurance Framework will be complimented by a legal agreement between the SWLEP and the Accountable Body which will detail the expectations of the SWLEP and scheme promoters to comply with the Local Assurance Framework.

Financial Implications

25. As part of the reviewed processes and practices incorporated in to the Local Assurance Framework there are additional expectations on resource input from the Accountable Body to support and implement the Local Assurance Framework. The costs of these are still to be identified and agreed with the SWLEP and relevant partners as part of the supporting legal agreement between the SWLEP, the Accountable Body and relevant third parties.
26. The Section 151 Officer from Wiltshire Council has been engaged throughout the development of the Local Assurance Framework and has approved and agreed its content subject to a legal agreement being drafted between Wiltshire Council as Accountable Body and the SWLEP.

Legal Implications

27. The reviewed processes and practices incorporated into the Local Assurance Framework clearly identify the roles and responsibilities of Wiltshire Council as Accountable Body to the SWLEP. A legal agreement between the SWLEP, the Accountable Body and relevant third parties will support the Local Assurance Framework and ensure the Council's responsibilities are met in accordance with the national assurance framework recommendations.
28. The Monitoring Officer from Wiltshire Council has been engaged throughout the development of the Local Assurance Framework to ensure that the processes and practices outlined in the document comply with the agreed governance arrangements already in place and agreed with government.

Options Considered

29. The Local Assurance Framework was considered and signed by the Wiltshire Council Section 151 Officer on 30 March 2015. In finding it a suitable and reasonable approach to demonstrating that there are robust local systems in place which ensure resources are spent with regularity, propriety, transparency and value for money, the document has since been shared with government for their review and approval.

Conclusions

30. The SWLEP Local Assurance Framework ensures that public funds devolved to the SWLEP are spent with regularity, propriety, transparency and value for money. In agreeing and signing the Local Assurance Framework (subject to a supporting legal agreement) the Swindon and Wiltshire Growth Deal is now able to deliver on time, on cost and to quality.

Alistair Cunningham

Associate Director Economic Development and Planning

Report Author:

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Strategic Economic Programmes Manager

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31 March 2015

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

None

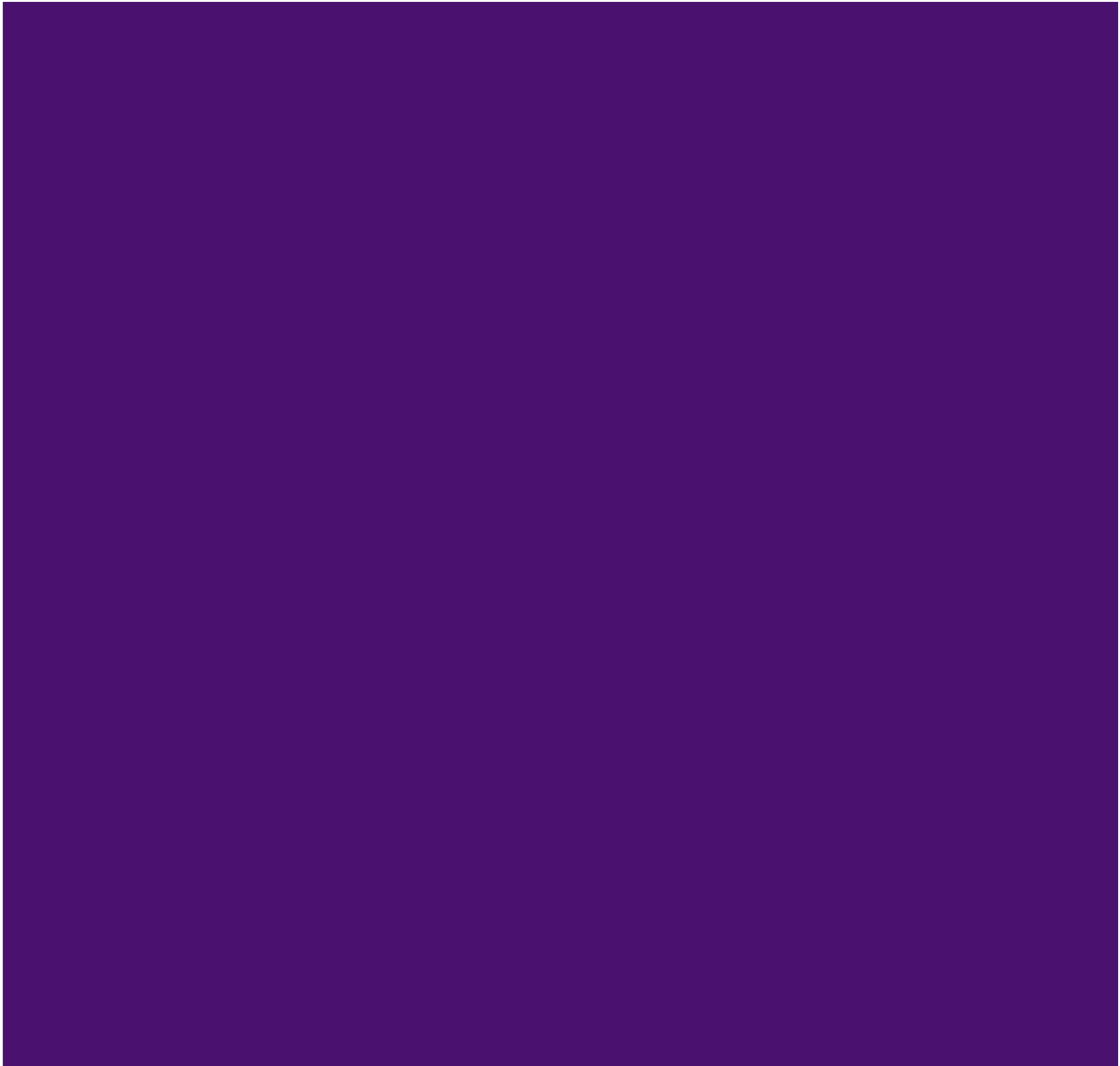
Appendices:

Appendix 1 – National LEP Assurance Framework

Appendix 2 – SWLEP Local Assurance Framework

LEP Assurance Framework

December 2014



Introduction

We asked all LEPs as part of their Growth Deal to sign up to working with us to develop a single assurance framework covering all Government funding flowing through LEPs, to ensure all LEPs have robust value for money processes in place. The purpose of this LEP assurance framework is to support the developing confidence in delegating funding from central budgets and programmes via a single pot mechanism. It should be viewed in the context of the Accountability Systems Statements for both Local government and the Local Growth Fund which provide assurance to the Departmental Accounting Officer and to Parliament, for how Local Growth Funds and wider funding routed through Local government are allocated, and that there are robust local systems in place which ensure resources are spent with regularity, propriety, and value for money.

It is one of four key related Growth Deal implementation documents which should be viewed together. The other documents are the:

- **Growth Deal grant offer letter** in which the Department for Communities and Local government will set out the degree of flexibility on offer to each LEP and any limited conditions around use of that funding. This will be issued at the time of the Autumn Statement and will also confirm the pipeline and tail funding for future years as well as the monitoring metrics that have been agreed with the LEP.
- **monitoring and evaluation framework** which establishes a suite of monitoring metrics to support Growth Deal monitoring and reporting, and our expectations around proportionate evaluation that Government expects LEPs to implement
- **Implementation summary** report, which is a live document capturing all the key implementation milestones, and actions for each LEP's Growth Deal and agreed between Government and the LEP

This document, informed by LEPs and their accountable local authority sets out what Government expects LEPs to cover in their local assurance frameworks, building on the existing local government system, the Local Transport Body assurance framework, and Skills Funding Agency support offer – all of which underpin this framework. We have kept it light touch, focused only on those key practices and standards which are necessary to provide Government and local partners with assurance that decisions over funding are proper, transparent, and that they deliver value for money. LEPs will have considerable freedom to determine how to implement the key practices and standards articulated in this national framework through their own local assurance framework.

Work on developing each LEP's local assurance framework is a core element of their Growth Deal, and as such will be picked up as a key action in their implementation summary which Central Leads and Relationship Managers will be working with LEPs

to agree. We expect that many LEPs will already be doing much of what is outlined already, and may want to use their existing Local Transport Body assurance frameworks as the basis for what we articulate in this document.

The LEP board should agree the finalised local assurance framework ensuring key partners are signed up. The accountable local authority must also sign off the local assurance Framework, and write to the Accounting Officer in DCLG certifying that a local assurance framework is agreed, is being implemented and that it meets the standards articulated in this national framework. We expect local assurance frameworks to be published on each LEPs website, and reviewed annually.

1. LEP governance and decision making

1.1 LEPs have rightly established and structured themselves in very different ways, reflecting the differing needs and demands of each area, and we are not seeking to change that. Government want to ensure however, that for all 39 LEPs, Government and local areas are clear about how the LEP operates, and how and when decisions are taken, and by whom. Government therefore ask that LEP local assurance frameworks are clear and unambiguous about who has authority for decision making. The local assurance framework should set out:

- The LEP board membership (in line with the requirement for a private sector chair, with wider membership made up of at least 50% private sector board, and public sector members drawn from local authority leaders and other relevant public sector organisations), and what, if any, sub boards there may be, including the employment and skills board and a description of how the Local Transport Body is being integrated within the LEP.
- A clear description of the roles and responsibilities of the main LEP board and any sub-boards, with a particular focus on who is responsible for what types of decisions including schemes of delegation and clarity on which body or person is responsible for final sign off on funding decisions. There should also be clear lines of reporting back to the LEP board, and where appropriate to the accountable local authority
- A clear description of the relationship between the LEP board and the supporting local authority partnership arrangement, bringing all local authority leaders across the LEP together and where appropriate arrangements for cross LEP working
- Description of the arrangements for supporting the effective delivery and implementation of projects, including relationships with delivery bodies

2. Local authority partnership working across the LEP

2.1 Government want to be confident that there are strong underpinning local authority partnership arrangements in place to facilitate joint decision making and collaboration on growth and economic development between all local authorities in each LEP area. It's important that local authorities across the LEP area don't just 'support' growth priorities but actively play a part in ensuring their delivery – by aligning strategic plans, through use of their powers and competencies and through pooling and aligning of local resources and efforts.

2.2 How LEP areas approach this will vary considerably given the differing local circumstances. However, areas should seek to develop an arrangement which enables collective engagement of local authority leaders in decision-making on growth priorities, ideally with the LEP represented, supported by strong collaboration and joint delivery at executive level.

3. Transparent decision making

3.1 It is important that LEPs have clear arrangements in place which enable effective and meaningful engagement of local partners and the public. They should operate transparently giving people confidence that decisions made are proper, based on evidence, and capable of being independently scrutinised.

3.2 We expect LEPs to take a proportionate approach to sharing and publishing information, using the prompts set out below as the basis for determining what they release. We fully expect that there will be information which is not appropriate for publication – including information that is commercially confidential, and expect LEPs to use their own discretion in determining what shouldn't be published. Our expectation however, is that the public should see that the LEP is applying similar standards of transparency as other public sector organisations over decisions it makes over public funding. Within reason we would therefore expect LEPs to:

- have a dedicated website through which local partners and the public can keep in touch with progress on implementing the Growth Deal, access key documents etc;
- publish their arrangements for making, and recording decisions, and for ensuring that papers, decisions, minutes, agendas etc are published in line with existing local authority rules and regulations [access to information, Schedule 12A of the LGA 1972, as amended by the FOI 2000];
- through their accountable local authority, ensure that Freedom of Information and Environmental Information Regulation requests are dealt with in line with relevant legislation;
- have a published conflicts of interest policy, register of interests covering any decision makers, and published complaints policy;
- ensure that there is appropriate local engagement – both with public and private stakeholders to inform key decisions and with the general public around future LEP strategy development, and progress against delivery of the SEP, including key projects and spend against those;
- publish arrangements for developing, prioritising, appraising and approving projects, with a view to ensuring that a wide range of delivery partners can be involved (see also Part 5 on value for money below);

- clearly set out the LEP's priorities and mechanisms for maximising the social value of its investment funding and activities so that partners and beneficiaries can play an active role in the programme.

4. Accountable decision making

4.1 Local Growth Fund resources will be paid via a Section 31 grant determination to a lead local authority (accountable body)/ combined authority in all cases regardless of the differing legal set ups that exist. The proper use and administration of this funding will be set out through the grant funding letter/agreement (a draft of which has been published alongside this document), this assurance framework and the wider implementation summary. It is important to note that it is the Government's expectation that accountable bodies cannot use this funding for their own purposes, or without any clear mandate from the LEP.

4.2 The lead local authority, working with relevant officers will need to put in place appropriate arrangements for the proper use and administration of funding, building on the existing local government systems, and which fall under the annual audit of the local authorities accounts. The accountable local authority would also be responsible for ensuring that decisions are made in accordance with the local LGF assurance framework.

4.3 The LEP have a vital leadership role to play, responsible for developing and maintaining the Strategic Economic Plan and determining the key funding priorities to which LGF and other resources should be directed, and ensuring there is adequate capacity to deliver against those. Democratic accountability for the decisions made by the LEP are provided through local authority leader representation, with accountability to the business community flowing through the business leaders. In places where not all local authorities are represented directly on the LEP board, it is important that their representatives have been given the mandate – through an underpinning local authority arrangement, such as a joint committee or combined authority or other similar arrangement, which brings all the local authorities together in the area.

4.4 The complementary roles of both parties – the legal and financial responsibilities of the accountable local authority/ combined authority and the leadership role and democratic accountabilities of the LEP need to be supported by a set of agreed systems and practices expressed in the LEP local assurance framework. It is important that these practices/ systems support both the accountable local authority role in ensuring proper, transparent decisions which deliver value for money but also support timely, informed decision making by the LEP. As part of these ways of working, we would expect the local assurance framework to set out the circumstances under which the accountable body would not comply with a LEP decision and the process for resolving that. We would also strongly encourage LEPs to make use of independent scrutiny arrangements, for example by establishing an overview and scrutiny committee to provide check and balance to the operation of the LEP.

4.5 We expect the local assurance framework to:

- confirm accountable body arrangements for the LGF and other funding sources received from Government
- confirm that use of resources are subject to the usual local authority checks and balances – including the financial duties and rules which require councils to act prudently in spending, which are overseen and checked by the Responsible Chief Finance Officer – the 151 Officer, or in the case of a Combined authority a Section 73 officer, and to ensure transparency that annual accounts are published.
- confirm the responsibilities of the accountable local authority:
 - ensuring decisions and activities of the LEP conform with legal requirements with regard to equalities, social value, environment, State Aid, procurement etc;
 - ensuring that the funds are used appropriately;
 - ensuring that the local LEP assurance framework is adhered to;
 - maintaining the official record of LEP proceedings and holding copies of all relevant LEP documents relating to LGF funding;
 - responsibility for the decisions of the LEP in approving projects (for example if subjected to legal challenge);
 - ensuring that there are arrangements for local audit of funding allocated by LEPs at least equivalent to those in place for local authority spend.
- confirm that the LEP and accountable body have agreed timescales and operating practices to support the effective implementation of decisions. This should include for example a means for monitoring delivery and to provide clarity about what information it would expect to receive from scheme promoters and delivery agents. When the LEP awards funding for a project there should be a clear written agreement between the accountable local authority and the delivery agent clearly setting out the split of responsibilities and include adequate provisions for the protection of public funds (e.g. arrangements to suspend or claw back funding in the event of non-delivery or mismanagement).

5. Ensuring value for money: prioritisation, appraisal, business case development, and risk management

5.1 Building on the arrangements which LEPs put in place for Growing Places Fund, Growth Deals, and drawing on the experience of Local Transport Bodies, it is important that all LEPs have robust arrangements in place to ensure value for money and effective delivery, through strong project development, project and options appraisal, prioritisation, and business case development. There are two main aspects to this.

5.2 The section below on option appraisal and prioritisation addresses what LEPs will need to consider in deciding how to allocate their funding to projects and prioritise between proposals. Given the considerable variation in types and sizes of projects which LEPs may want to support, and acknowledging that many LEPs already have effective practices in place, our intention is not to establish any rigid 'rules' about the methods which LEPs must use, to prioritise between projects, but rather establish a set of guiding principles.

5.3 The second section, considers the more detailed business case work we would expect a LEP to undertake once a project has been identified for funding, to ensure that the proposal is optimised and represents a value for money and realistically deliverable solution.

5.4 Across both of these aspects, LEPs should ensure that they have robust processes in place which ensure all funding decisions are based on impartial advice. The arrangements set out in the local assurance framework will need to ensure a clear separation between those acting as scheme promoters and those advising decision makers will be maintained, so that the LEP is acting on impartial advice on the merits of (potentially competing) business cases.

5.5 LEPs should also ensure that arrangements are in place which support the active management of risk across all matters for which the LEP is responsible, including but not limited to propriety and value for money issues. This should include having a named individual of appropriate seniority who is responsible for the identification and management of risk.

Options appraisal and prioritisation

5.6 LEPs should have a clear and transparent basis, (published on their website) against which projects and programmes are initially identified / commissioned, appraised and prioritised. LEPs local accountability frameworks should set out:

- the evidential basis on which the need for intervention is based and how the LEP will ensure rigour and data quality and programmes and projects are identified based on need/opportunity and clear application of best practice;

- the methodology used to assess overall value for money of the LEP's programme, and to produce a list of prioritised projects, ensuring that the full range of options which enable the strategic objective to be met/ problem addressed, are considered. Particular attention should be given to how different types of projects will be compared and assessed. Typically this would include consideration – at a level proportionate to the scale of funding required for the proposal – of whether:
 - there is a clear rationale for the interventions linked with the strategic objectives identified in the Strategic Economic Plan;
 - the proposal has clearly defined inputs, activities, outputs and anticipated outcomes, which are additional, ensuring that factors such as displacement and deadweight have been taken into account where appropriate;
 - the benefits exceed the costs of intervention;
 - deliverability and risks have been appropriately considered and if there are likely to be clear mitigations for those.
- how the evidence will be used to inform decisions and how the LEP will ensure rigour and data quality.

Value for Money and Business Case Development

5.7 The methodology used to assess value for money and the degree of detail to which business cases are developed in support of particular projects or programmes should be proportionate to the funding allocated and in line with established Government guidance including the *HM Treasury Green Book*. Typically we would expect business cases to address, in a proportionate manner, the 5 cases set out in *supplementary guidance to the Green Book*.

5.8 We do not envisage this being a significant new burden as LEPs may for example have already adopted LTB practices for transport projects, and the Skills Funding Agency practices for skills capital projects. [A list of basic expectations for different types of specific project appraisal are attached at Annex A].

5.9 Given their importance to achieving local growth, the Government is keen to ensure that LEPs also ensure that the commercial, financial and management arrangements are appropriate for effective delivery. To assist with this, *Infrastructure UK* have produced a checklist which LEPs may find helpful when reviewing these aspects of business cases.

5.10 For all projects and programmes LEPs will need to ensure that there is a named individual with overall responsibility for ensuring value for money and that named individuals (not necessarily the same person) should be responsible for scrutiny and recommendations on each business case. These responsible individuals should ideally be independent of the promoting organisation or where this is impractical, should sit outside the management unit responsible for developing and promoting the business case.

Annex A

This overarching LEP framework covers all Government funding which LEPs and their accountable local authorities are responsible for. This framework is supported by more tailored advice from DfT and the SFA specific to transport and skills capital schemes, but they are wholly consistent with the principles and practices set out in this document and should be read together. Links to these related documents are set out below.

Transport schemes

As previously outlined, the funding allocated to Local Transport Bodies (LTBs) in July 2013 will now be allocated to LEPs, paid to a lead local authority. How LEPs choose to incorporate the LTB function within the LEP structure is a matter for local discretion. We are aware that local authorities and some LEPs are already working within the assurance framework set out for Local Transport Bodies, which will stand them in good stead, as the expectations and principles outlined in this new LEP framework are in keeping with what was articulated in the earlier LTB assurance framework. We would therefore anticipate LEPs continuing to follow the guidance on value for money previously issued by DfT.

Paragraphs 67- 75 and 77-79 of part 3 of the guidance to LTBs set out the minimum requirements on value for money assessment and assurance of transport projects. LEPs are expected to follow these minimum requirements for transport schemes funded through the Local Growth Fund (including through pre-allocated funding). These paragraphs are reproduced at annex B.

LEPs will wish to note that DfT's guidance to LTBs promotes the use of proportionate appraisal and that there is some significant discretion in the level of detail that is appropriate depending on the nature of the transport scheme concerned.

Skills capital schemes

Funding allocated to skills capital schemes as part of Local Growth Funds will be paid to LEPs via a lead local authority/ combined authority, as part of the overall LGF payments. How LEPs choose to incorporate management of skills capital funds within their LEP governance is a matter for local discretion.

We are aware that the majority of LEPs have chosen to take up the Skills Funding Agency support service to assist with the LEPs skills capital funding responsibilities, with a locally tailored approach covering a range of activities within the LEP's overall skills capital programme implementation to support LEP's decision making, e.g. advice on assessment of property/estate; on financial investment, affordability and maximisation of leverage; and on education/economic growth business case.

We would anticipate that LEPs will base their local processes on Skills Funding Agency good practice, advice and guidance tailored to local circumstances, or put in place equivalent robust local arrangements to ensure value for money and effective

delivery of skills capital schemes, through strong project development, project and options appraisal, prioritisation, and business case development – as set out in section 5 above.

Annex B

Value for money assessment and assurance of transport projects

These paragraphs are reproduced from the DfT's former guidance for Local Transport Bodies (LTBs). As outlined above, our expectation is that LEPs will continue to follow this guidance on value for money.

The LTB will need to demonstrate how the proposed scheme will achieve value for money.

LTBs will need to demonstrate that they have established processes to ensure that the modelling and appraisal is sufficiently robust and fit for purpose for the scheme under consideration. This should describe how they will ensure that the modelling and appraisal of schemes meets the guidance set out in WebTAG.

The use of WebTAG, which is mandatory for all schemes, does not preclude additional assessments or methodologies being employed to prioritise and assess the overall business case for a scheme. Neither does it dictate the weighting or importance that decision makers should attach to any aspect of the WebTAG assessment or any additional assessment.

Minimum requirements	<p>The modelling and appraisal of schemes contained in business cases must be developed in accordance with the guidance published in WebTAG at the time the business case is submitted to the LTB for approval.</p> <p>Central case assessments must be based on forecasts which are consistent with the definitive version of NTEM (DfT's planning dataset). This requirement doesn't stop LTBs considering alternative planning assumptions as sensitivity tests and considering the results of these in coming to a decision about whether to approve a scheme.</p> <p>The appraisal and modelling will be scrutinised by the LTB and this will be undertaken independent of the promoting authority. The assurance framework will set out how this will be done.</p> <p>The assurance framework must set out how the assessment and scrutiny of business cases will be quality assured.</p>
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Recommended	Set out mechanisms for providing early advice to scheme promoters on whether the study approach is fit-for-purpose, particularly in relation to modelling and Social & Distributional Impacts (which both can have significant lead times)
Optional	<p>A description of how the LTB will ensure that WebTAG will be applied by scheme promoters in a proportionate and robust way.</p> <p>A description of the circumstances under which external scrutiny or audit of the appraisal or modelling of schemes would be commissioned e.g. controversial or particularly costly schemes.</p>

The LTB will need to put in place a process for producing a Value for Money (VfM) statement for all schemes put forward for approval summarising their overall assessment of the economic case. This VfM statement will need to be reviewed and updated at each approval stage.

Minimum requirements	<p>A value for money statement for each scheme in line with published DfT WebTAG guidance must be presented for consideration to the LTB at each approval stage.</p> <p>The VfM assessment must be signed off as true and accurate by a named officer with responsibility for Value for Money assessments within the LTB.</p>
Recommended	Set out what processes will be put in place to ensure that all impacts of a scheme (monetised and non-monetised) will be assessed by officers on a consistent basis and are based on reasonable assumptions.

LTBs will need to confirm that they agree to only approve schemes that meet a minimum VfM threshold and put in place the appropriate checks and balances to ensure compliance with this requirement.

The overwhelming majority of local major schemes funded in recent years were assessed by the Department as offering at least “high” value for money.

We would like to ensure that the value for money of the programme is maintained and therefore would expect that LTBs would only in exceptional circumstances agree to fund schemes with lower than “high” value for money.

If LTBs wish to retain the flexibility to fund schemes assessed at less than “high” value for money, the assurance framework should clearly set out the circumstances under which funding for such schemes would be considered, and outline any additional scrutiny or conditions that would apply.

LTBs should exercise particular caution if asked to consider schemes that have been previously proposed and rejected on value for money grounds. They should look in particular at the reasons for the previous rejection and ask whether costs, scope or circumstances have changed to such an extent as to be likely to change the previous assessment. DfT will be happy to make available its previous analysis of such schemes on request.

Minimum requirements	<p>The LTB must either; only approve schemes that offer at least “high” value for money, as assessed using DfT guidance, or; set out the limited circumstances under which schemes offering lower than “high” value for money would be considered.</p> <p>Schemes must be assessed against the relevant thresholds at each approval stage.</p>
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LTBs are required to demonstrate separately (in other sections of the assurance framework) that they are transparent and open when reporting the results of modelling and appraisal, and that they have plans in place to obtain the necessary resources to fulfil the requirement to secure Value for Money.

External views on business cases

This section should outline what arrangements exist for the LTB to invite and consider any external comment and/or scrutiny of business cases prior to approval. In previous DfT guidance, bidding Local Authorities were required to place their business case on their own websites when bids were submitted for funding and that practice should continue.

Minimum requirements	<p>Business cases must be published (and publicised) before funding approval decision is made so that external comment is possible.</p> <p>Opinions expressed by the public and stakeholders must be available to LTB members when decisions are being taken.</p>
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<p>Recommended</p>	<p>The above period should be at least 3 months.</p> <p>LTB should make public how they have taken external comments into account</p>
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Insert Author details here

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SWINDON and WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP (SWLEP)

ASSURANCE FRAMEWORK

March 2015



swindonwiltshire
Local Enterprise Partnership

Working in partnership with

Wiltshire Council
Where everybody matters

Document History

Version	Dates	Notes
01	18/03/2015	Issued to Swindon Borough Council, Wiltshire Council and Swindon and Wiltshire Local Enterprise Partnership for comment.
02	22/03/2015	Updates as per the request of Michael Hudson – Section 151 Officer Wiltshire Council
03	23/02/2015	Updates per Wiltshire Council's s.151 Officer
04	23/03/2015	Replaced text Section 17 and 18 as per S.151 Officer instruction
05	24/03/2015	Incorporation of tracked changes from Wiltshire Council and Incorporation of comments from Swindon Borough Council
06	25/03/2015	S.151 review and Subgroups Section update.
07	26/03/2015	s.151 review
08	27/03/2015	Comments/amends from SWLEP Director incorporated
09	27/03/2015	Comments from SBC incorporated
10	27/03/2015	Comments from AC (p.12) and SBC (p.32) incorporated
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Part One: Introduction and Background

Introduction

- 1.0 This document sets out the Swindon and Wiltshire Local Enterprise Partnership's (SWLEP) Assurance Framework for governance and working arrangements for delegated funding from Central Government budgets and programmes in accordance with the Central Government's LEP Assurance Framework.¹
- 2.0 This Assurance Framework will support the developing confidence in delegating funding from Central Government budgets and programmes via a single pot mechanism (i.e. Local Growth Fund allocations through the Growth Deal programme) by demonstrating that there are robust local systems in place which ensure resources are spent with regularity, propriety, transparency and value for money.

Background

- 3.0 Central Government requires all Local Enterprise Partnerships, as part of their Growth Deal, to sign up to developing a single Assurance Framework covering all Central Government funding flowing through Local Enterprise Partnerships to ensure robust value for money processes are in place.
- 4.0 The requirements for the Assurance Framework build on the existing Local Government systems of the Local Transport Body Assurance Framework and Skills Funding Agency support offer – both of which underpin this framework.
- 5.0 The Swindon and Wiltshire Local Enterprise Partnership Board is required to agree the finalised Assurance Framework ensuring key partners are signed up. The accountable local authority must also sign-off the Assurance Framework, and write to the Accounting Officer in DCLG certifying that the Assurance Framework has been agreed, is being implemented, and that it meets the standards articulated in this national framework.

Strategic Objectives

- 6.0 The strategic objectives of the SWLEP are those of the Strategic Economic Plan, which were set locally by the SWLEP and Unitary Authorities, and through engagement with the public and business community. The strategic objectives are:
- **Raise the employment rate** to its pre-recession level from 74.7% today to 80%.
 - Sustain the proportion of businesses applying for **patents at twice the national average**.

¹ Source: https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/386642/bis-14-1241-local-enterprise-partnership-LEP-national-assurance-framework.pdf

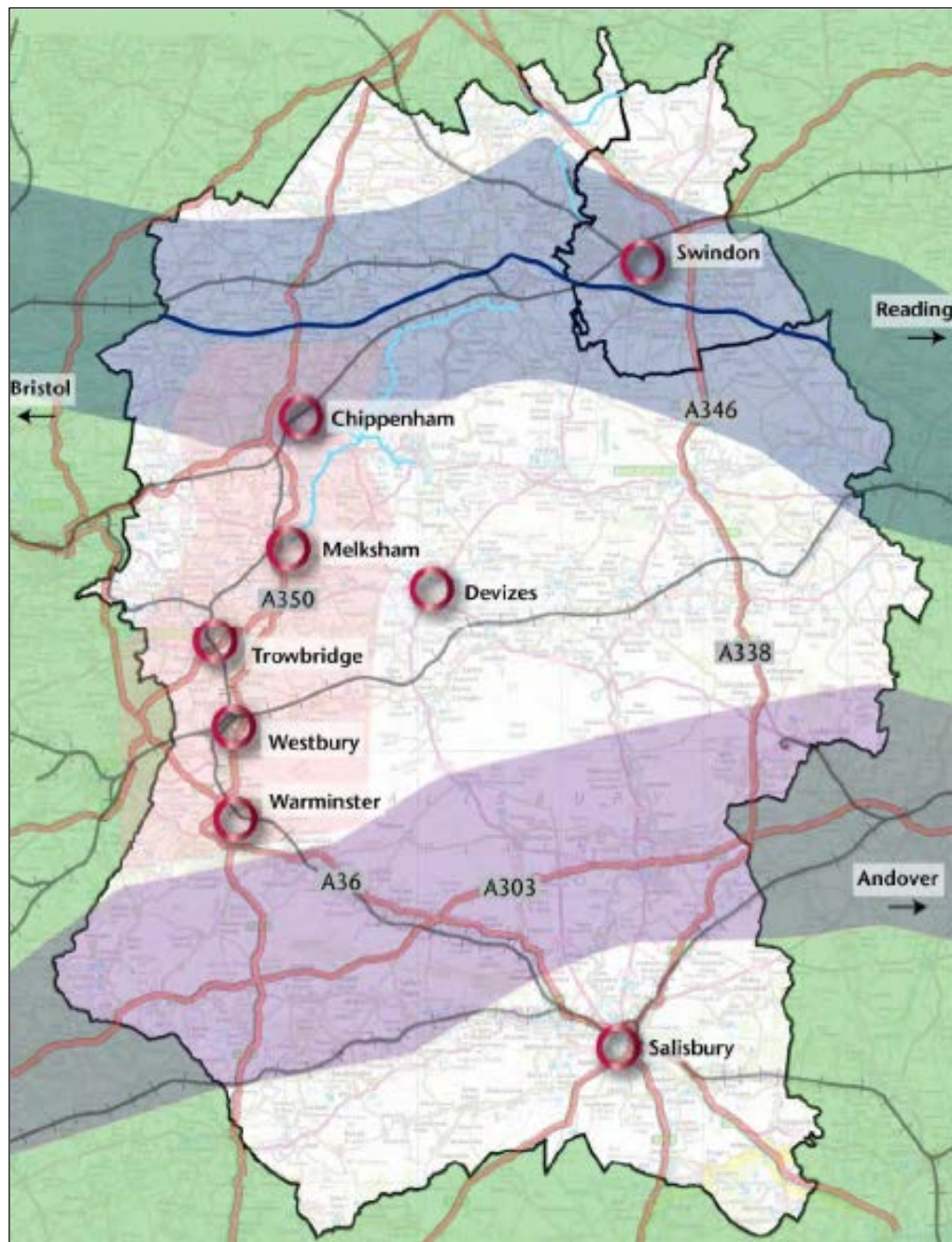
- Increase the proportion of the workforce (resident and non-resident) with a **degree level qualification** from 33.6% today to 52%, equivalent to 83,000 more people with a Level 4 and above qualification.
- Improve young people's **attainment at 16 and 19 including in English and Maths** to beyond the national average.
- Ensure 100% **superfast broadband coverage** across the area including all strategic sites.

Part Two: Local Enterprise Partnership Governance and Decision Making

Geography

- 7.0 The Swindon and Wiltshire Local Enterprise Partnership (SWLEP) covers the same area as the SWLEP's two Unitary Authorities, Swindon Borough Council and Wiltshire Council (see Figure 1).

Figure 1: Map of Swindon and Wiltshire Local Enterprise Partnership Area



The Swindon and Wiltshire Local Enterprise Partnership and Governance

8.0 In summary, the SWLEP is responsible for driving economic growth across Swindon and Wiltshire; for development and maintenance of the Strategic Economic Plan; negotiation of City Deal and Growth Deals with Central Government; and administering the Local Growth Fund and Growing Places Infrastructure Fund through an Accountable Body (Wiltshire Council). For audit purposes the responsibilities are detailed further in Section 13.

9.0 The SWLEP has a Board of 14 Members and is constituted in such a way as to ensure that it is business-led, with its Chair and at least three-quarters of all Members representing the business community. Alongside the business community is the active involvement of Local Government through the role of the Leaders of the two Unitary Authorities as Board Members, the role of the Joint Strategic Economic Committee and the composition of the LEP Secretariat. Board Members and the respective organisations they represent are displayed in Table 1.

Table 1: Local Enterprise Partnership Board Membership

Role	Organisation	Appointment	Length of Tenure
Chair	Private Sector (mandated)	Voted by SWLEP Board	3 years but can be extended
Vice Chair	Private Sector	Voted by SWLEP Board	3 years but can be extended
Leader	Swindon Borough Council	Permanent	Permanent
Leader	Wiltshire Council	Permanent	Permanent
Board Member	Local Military	Permanent	Permanent
Board Member	Further Education	Voted by SWLEP Board	Permanent but can be extended
8 x Board Member	Private Sector	Voted by SWLEP Board	3 years but can be extended
Advisor	Swindon Borough Council Chief Executive	Permanent	Permanent
Advisor	Wiltshire Council Corporate Director	Permanent	Permanent

10.0 The SWLEP Board is responsible for:

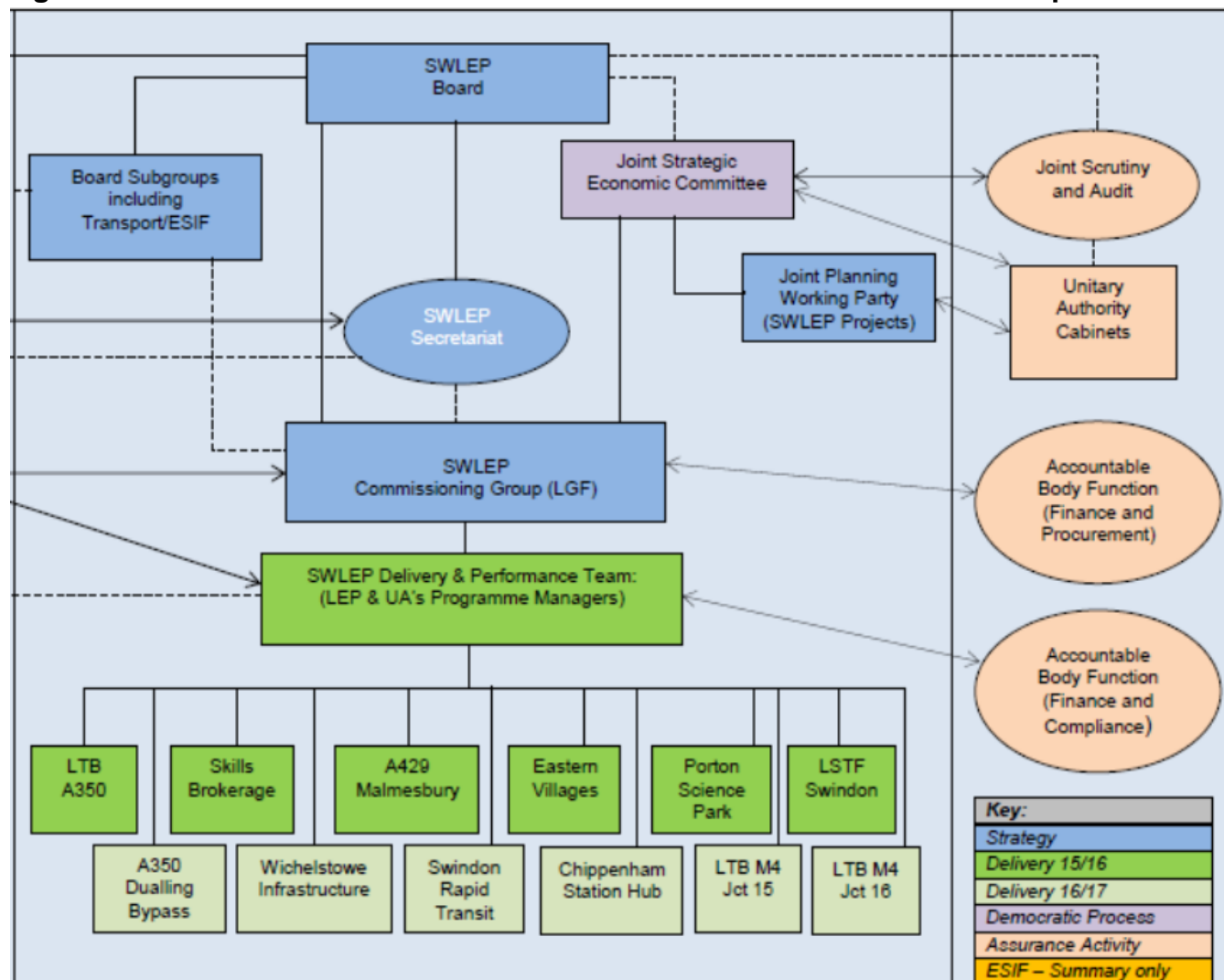
- the development, review and refreshing of the Strategic Economic Plan; and

- the successful and effective delivery of the City Deal, Strategic Economic Plan, and the Growth Deal and projects resourced by the Growing Places Infrastructure Fund.
- the approval of scheme funding on the basis of recommendations from the relevant Subgroups (see Figure 2).

11.0 The Chair of the SWLEP and all business community representatives are elected by the SWLEP Board on a three year rotating basis. Permanent positions include the leaders of the two Unitary Authorities and a senior military representative. A Vice-Chair will also be appointed who shall deputise for the Chair in their absence. As far as possible the SWLEP will conduct its business on a consensual basis. All voting will be carried out by a simple majority vote of the full Members including the Chair. Further details of the SWLEP purpose, Board Membership, and Board operations can be found in the SWLEP Constitution. The SWLEP is an Unincorporated Association.

12.0 Figure 2 shows the governance structure for the SWLEP which applies to the assurance of value for money with public expenditure. It shows the relationship between the SWLEP Board, Subgroups, the Joint Strategic Economic Committee, the Joint Planning Working Party, the SWLEP Secretariat, SWLEP Commissioning Group, SWLEP Delivery and Performance Team, Accountable Body (Wiltshire Council) and Joint Scrutiny and Audit.

Figure 2: Governance Structures for the Swindon and Wiltshire Local Enterprise Partnership



Subgroups of the Swindon and Wiltshire Local Enterprise Partnership

- 13.0 The SWLEP Board is advised directly by a number of Subgroups (see Figure 2). The Subgroups represent key areas supporting economic growth such as Transport, the Growing Places Infrastructure Fund, Employment and Skills, Business Support, and the City Deal.

Local Transport Subgroup

- 14.0 The Local Transport Subgroup is the former Swindon and Wiltshire Local Transport Body, which no longer approves funding for local transport major schemes, but advises the SWLEP Board on their funding approval. Membership of the Subgroup is displayed in Table 2.

Table 2: Local Transport Subgroup Membership

Role	Organisation	Status	Appointment	Length of Tenure
Business Sector Board Member	Swindon and Wiltshire Local Enterprise Partnership	Full (voting)	SWLEP Board vote	One year
Cabinet Member for Corporate Services and Leisure	Swindon Borough Council	Full (voting)	Permanent	Permanent
Cabinet Member for Strategic Planning, Sustainability and Transport	Swindon Borough Council	Full (voting)	Permanent	Permanent
Cabinet Member for Economy, Skills and Transport	Wiltshire Council	Full (voting)	Permanent	Permanent
Cabinet Member for Development Management, Strategic Housing, Property and Waster	Wiltshire Council	Full (voting)	Permanent	Permanent
Asset Development Team Leader	Highways Agency	Advisory (non-voting)	Permanent	Permanent
Lead Strategic Planner	Network Rail	Advisory (non-voting)	Permanent	Permanent

Growing Places Infrastructure Fund Subgroup

- 15.0 The Growing Places Infrastructure Fund Subgroup's scope is to make recommendations to the SWLEP Board on the allocation of the Growing Places Fund. Membership of the Subgroup is displayed in Table 3.

Table 3: Growing Places Infrastructure Fund Subgroup Membership

Role	Organisation	Status	Appointment	Length of Tenure
Chair	SWLEP Board Member	Full (voting)	Permanent	Permanent
Member	SWLEP Board Member	Full (voting)	Permanent	Permanent
Member	SWLEP Board Member	Full (voting)	Permanent	Permanent
Senior Area Manager	Homes and Communities Agency	Advisory (non-voting)	Permanent	Permanent
Director	DTZ	Advisory (non-voting)	Permanent	Permanent
SWLEP Secretariat	SWLEP	Advisory (non-voting)	Permanent	Permanent
Director	Forward Swindon Ltd	Advisory (non-voting)	Permanent	Permanent

Employment and Skills Subgroup

- 16.0 The Employment and Skills Subgroup is a new Subgroup. Membership of the Subgroup is displayed in Table 4.

Table 4: Employment and Skills Subgroup Membership

Role	Organisation	Status	Appointment	Length of Tenure
Chair	SWLEP Board Member	Full (voting)	Permanent	Permanent
Member	SWLEP Board Member	Full (voting)	Permanent	Permanent
Member	SWLEP Board Member	Full (voting)	Permanent	Permanent

Member	Swindon Employment and Skills Board	Full (voting)	Permanent	Permanent
Advisory	SWLEP Director	Advisory (non-voting)	Permanent	Permanent
Advisory	Skills and Employment Lead Swindon Borough Council	Advisory (non-voting)	Permanent	Permanent
Advisory	Skills and Employment Lead Wiltshire Council	Advisory (non-voting)	Permanent	Permanent
Advisory	FE College	Advisory (non-voting)	Voted by Subgroup	Temporary

Growth Hub Governance Group

17.0 The Growth Hub Governance Group Membership Group is displayed in Table 5.

Table 5: Growth Hub Governance Group Membership

Role	Organisation	Status	Appointment	Length of Tenure
Chair	SWLEP Board	Full (voting)	Permanent	Permanent
Member	Swindon Borough Council	Full (voting)	Permanent	Permanent
Member	Wiltshire Council	Full (voting)	Permanent	Permanent
Member	Wessex Chambers	Full (voting)	Permanent	Permanent
Member	Private Sector	Full (voting)	Permanent	Permanent
Member	SWLEP Secretariat	Full (voting)	Permanent	Permanent

City Deal Subgroup

18.0 The City Deal Subgroup's Membership is displayed in Table 6.

Table 6: City Deal Subgroup Membership

Role	Organisation	Status	Appointment	Length of Tenure
Chair	SWLEP Board	Full (voting)	Permanent	Permanent
Member	SWLEP Board	Full (voting)	Permanent	Permanent
Member	SWLEP Board	Full (voting)	Permanent	Permanent
Member	SWLEP Board	Full (voting)	Permanent	Permanent
Advisor	SWLEP Secretariat	Advisory (non-voting)	Permanent	Permanent

High Value Manufacturing Subgroup

- 19.0 Advanced Engineering (inc. Manufacturing) has been identified by the Partnership, and its local partners, as a priority sector – both in terms of its current contribution to the local economy and its potential for growth. At a strategic level, growth in this sector will address our higher level objectives in terms of re-balancing the economy and developing a workforce equipped with the skills for a modern economy.

Life Sciences Subgroup

- 20.0 The Life Sciences Subgroup supports the development of the health and life sciences industries, allowing for representatives of the Consortium to share intelligence on current and proposed projects and the current status of their respective organisations, determining common ground from which Consortium partners can operate. The Consortium explores how to weave various strands together to develop and deliver propositions that are greater than the sum of its individual parts, and works together to develop a compelling Business Case that incorporates all the various elements.

Rural Economy Subgroup

- 21.0 The purpose of the Rural Economy Subgroup is to support the creation of a strong sustainable base for rural economic growth.

Military Subgroup

- 22.0 The significant military presence in Wiltshire is changing. The Government announcement on Transforming the British Army (known as Army 2020) and the new Tri-Services Technical Training College at Lyneham combined with other military related developments will have far reaching implications for local communities for the foreseeable future. SWLEP are working through Wiltshire Council's existing Military

Civilian Integration (MCI) Partnership, to strengthen the local economy by exploiting the opportunities created by MOD and the Defence sector in the area.

Tourism Subgroup

- 23.0 The purpose of the Tourism Subgroup is to support and develop the visitor economy, a key sector for the LEP geography. The area now attracts a record 20 million visitors per year, spending just under £1billion. This spend has increased by 3%, supporting 21,000 jobs which accounts for 7% of employment in the LEP geography. Because of the nature of the sector and the ability of businesses engaged with it to respond quickly to changing demand, there is the potential for employment in the visitor economy to grow.

Other organisations

- 24.0 Other organisations, such as neighbouring Local Authorities and Local Enterprise Partnerships, other Government agencies, private sector delivery partners / operators, environmental and community bodies, may be invited to participate in the work as a temporary advisory (non-voting) member on a case-by-case basis.
- 25.0 The permanent Membership of each Subgroup will be reviewed annually with the proviso that publicly elected Members cannot be outvoted by non-elected Members. The voting Membership of the core Members will also remain permanent.

Joint Strategic Economic Committee

- 26.0 The SWLEP is an Unincorporated Association. In order to ensure appropriate governance, a Joint Strategic Economic Committee (JSEC), has been established between Swindon Borough Council and Wiltshire Council under sections 101(5), 102 of the Local Government Act 1972, section 9EB of the Local Government Act 2000 and Regulation 11 of the Local Authorities (Arrangements for the Discharge of Functions (England) Regulations 2012. The purpose of JSEC is to provide local democratic and financial accountability for the Swindon and Wiltshire Strategic Economic Plan, the use of the Local Growth Fund, and other related funding streams.
- 27.0 The Membership of the Joint Strategic Economic Committee comprises six voting Members, including the Elected Leader, Deputy Leader and the Cabinet Member holding the Economic Development Portfolio of each Unitary Authority. In addition, the Chair of the SWLEP and two other SWLEP Board Members shall attend as non-voting Members. In the event of any circumstance where the Joint Strategic Economic Committee cannot reach agreement on an issue pertaining to the Strategic Economic Plan, the issue in hand will be referred back to the SWLEP Board for review.

- 28.0 The Joint Strategic Economic Committee will be Chaired by the Elected Leader of one of the Unitary Authorities and will rotate annually between Swindon Borough Council and Wiltshire Council. The first Chair role in 2015 is held by Wiltshire Council.
- 29.0 The primary tasks of the Joint Strategic Economic Committee are to:
- act as a single voice for Local Government in Swindon and Wiltshire in relation to the delivery of the Strategic Economic Plan and local Growth Deals.
 - facilitate and enable collaboration between the two Unitary Authorities on economic development and related matters as per the requirements of Section 2.1 of the national LEP Assurance Framework².
 - provide local democratic accountability for the delivery of the Strategic Economic Plan and the use of public resources to fund the implementation of the Strategic Economic Plan and Local Growth Deals (including supporting Wiltshire Council's role as the Accountable Body).
 - provide political oversight of the marshalling and co-ordination of Local Government's contribution to the delivery of the Strategic Economic Plan and Local Growth Deals.
 - act as formal link between Local Government and the SWLEP.
- 30.0 A key role of the Joint Strategic Economic Committee will be to formally agree and sign-off key decisions and actions of the SWLEP Board in an open, transparent and publically accessible environment, subject to the statutory provisions on access to information in relation to confidential or exempt items of business. The Joint Strategic Economic Committee will operate alongside the SWLEP Board.

Joint Strategic Planning Officer Group

- 31.0 Swindon Borough Council and Wiltshire Council are continuing to work collaboratively on cross boundary strategic planning matters, with a particular focus on housing, transport and the economy. The respective Core Strategies of both unitary authorities were developed collaboratively to ensure complementary strategies providing coherent policy across the SWLEP area. Moving forward, both authorities are undertaking the preparation of a joint Strategic Housing Market Assessment (SHMA) for Swindon and Wiltshire and also defining Functional Economic Market Areas, which will enable local economic policy to be applied and inform the work of the LEP. This work will be led by a Joint Strategic Planning Officer Group (JSPOG) reporting to the Joint Strategic Economic Committee (JSEC). The SHMA will inform the review and role forward of the Core Strategies to 2036.

² HMG LEP Assurance Framework. December 2014.

- 32.0 The JSPOG will also work collaboratively with other authorities and prescribed bodies in the sub-region to ensure that cross boundary matters are addressed and the interests of Swindon and Wiltshire promoted in terms of economic growth and delivery of strategic infrastructure. They will advise the JSEC on strategic planning matters including the development of a joint study to inform the long term planning of Swindon and its wider hinterland, exploring options to consider how growth identified through the SHMA could be accommodated and whether particular options would support delivery of strategic infrastructure.

SWLEP Secretariat

- 33.0 The key source of advice to the SWLEP is the SWLEP Secretariat which comprises the SWLEP Director and the two Directors responsible for economic development in each of the two Unitary Authorities. Building on the process adopted during the development of the Strategic Economic Plan, the Secretariat will continue to convene a wider Officer Group comprising officers from the two Unitary Authorities responsible for leading on different elements of Strategic Economic Plan delivery.

SWLEP Commissioning Group

- 34.0 The SWLEP Commissioning Group is responsible for the effective commissioning and delivery of the Growth Deal programme of schemes. It has strategic oversight of the delivery of schemes and comprises the SWLEP Chair, the SWLEP Vice Chair, the Chief Executive of Swindon Borough Council, and the Corporate Director of Wiltshire Council, supported by the SWLEP Secretariat. This Commissioning Group will be accountable to both the Joint Strategic Economic Committee and the SWLEP Board and will have responsibility for advising the SWLEP Board on future Local Growth Deal propositions supported by material provided through the SWLEP Delivery and Performance Team and the Officer Group.
- 35.0 The Commissioning Group, through a legal agreement and operating framework signed by all parties, will ensure that:
- The arrangements put in place conform to legal requirements with regard to freedom of information, equalities, the environment and other matters.
 - Public funds are used appropriately.
 - There is independence between scheme promoter and the decision making body in order to avoid conflict of interest.
 - Official records of proceedings relating to the investment decisions are maintained.
 - Regular progress reports and updates are scheduled with appropriate Government teams.

SWLEP Delivery and Performance Team – Programme Management

- 36.0 The SWLEP Delivery and Performance Team leads the Programme Management activities of the Growth Deal. It is Chaired by the SWLEP Director and comprises a delegated Growth Deal Programme Manager from each of the Unitary Authorities

and the SWLEP Programme Manager. The SWLEP's Programme Manager will have overall reporting responsibility for the Growth Deal, but it is each Unitary Authority that is responsible for the delivery of its programme of schemes or 'projects'. If there are projects not being delivered by one of the Unitary Authorities, then these will be programme managed on behalf of the SWLEP and Unitary Authorities by the SWLEP Programme Manager with agreement by the SWLEP Secretariat (see below).

- 37.0 In addition, relevant transport and economic development service leads or their nominees attend the team meetings held monthly. This team forms the key reporting mechanism on progress, risks, issues and benefits realisation and will provide bi-monthly highlight reports to the Commissioning Group. The SWLEP Delivery and Performance Team will also provide the Commissioning Group with information and detail relating to future schemes and negotiations.

SWLEP Project Management

- 38.0 The day-to-day responsibility for ensuring effective delivery of the projects funded by the Local Growth Fund will lie with the two Unitary Authorities typically. Each project will have an identified Project Manager and Senior Responsible Officer responsible for ensuring value for money. Where a particular Unitary Authority has not taken responsibility for a project, and agreement has been established by the SWLEP Secretariat, the SWLEP Programme Manager will identify and agree a Project Manager for each of these projects.
- 39.0 There are schemes which have been or will be approved and funded through the Growth Deal programme which are being or will be led by a third party, these include or could include:
- transport schemes on national networks which will be project manager by the Highways Agency or Network Rail.
 - housing and other development projects managed by developers and administered and monitored by the Homes and Communities Agency.
 - skills capital schemes which will be project managed by Further Education colleges and administered and monitored by the Skills Funding Agency.
 - Private sector growth projects managed by individual private sector businesses; and business support schemes (e.g. Growth Hubs) which will be led by a local Chamber(s) of Commerce or private sector providers, with some components led by organisations such as Innovate UK, Department for Business, Innovation and Skills, and UKTI.
- 40.0 These third parties will report through the SWLEP Delivery and Performance Team to the SWLEP Commissioning Group. Third parties will also be asked to attend SWLEP Commissioning Group and SWLEP Delivery and Performance Team meetings as and when appropriate.

Officer Group

- 41.0 The SWLEP will be supported by an Officer Group made up of officers from the SWLEP Secretariat, Swindon Borough Council, and Wiltshire Council. This support will be on a part-time basis tailored to the needs of the SWLEP. Representatives from other relevant bodies (e.g. Network Rail, Highways Agency, Homes and Communities Agency, Natural England, Environment Agency, English Heritage, Skills Funding Agency, Innovate UK, UKTI etc.) will be invited as and when required.
- 42.0 The role of the Officer Group includes:
- making recommendations to the SWLEP on the priority of, and business case for, individual schemes using an officer advisory 'star chamber' process; and
 - reviewing outcomes from completed schemes and making recommendation to the SWLEP on any implications for future schemes and programmes.

Accountable Body

- 43.0 Wiltshire Council is the Accountable Body for the SWLEP. One of the primary roles of the Accountable Body is to hold devolved funding on behalf of the SWLEP and make payments to scheme promoters as per the Legal Agreements in place for each project or programme. The Accountable Body will hold the SWLEP funds in separately identifiable Ledger Accounts (which record any interest attributed by the Accountable body) and provide the SWLEP with financial statements as required.
- 44.0 The Accountable Body also has the following responsibilities conducted in line with the Legal Agreements in place between the Accountable Body, SWLEP and Scheme Promoters:
- ensuring that the decisions and activities of the SWLEP conform with legal requirements with regard to freedom of information, equalities, social value, the environment, State Aid, procurement, and other matters;
 - ensuring (through the Section 151 officer) that funds are used appropriately;
 - ensuring that the Assurance Framework is adhered to;
 - ensuring the official record of SWLEP proceedings is maintained and having access to all relevant SWLEP documents;
 - taking responsibility for the decisions of the SWLEP in approving schemes (e.g. if subjected to legal challenge) as per the Legal Frameworks and Agreements between the Accountable Body, SWLEP and Scheme Promoters; and
 - ensuring that there are arrangements for local audit of funding allocated by the SWLEP is at least equivalent to those in place for spend by the Unitary Authorities.
- 45.0 In relevant circumstances, the role of Accountable Body and Scheme Promoter will need to be kept strictly independent of each other to provide assurance that there is no conflict of interest.

Joint Overview and Scrutiny Task Group

- 46.0 The Joint Overview and Scrutiny Task Group is comprised of elected cross-party Members from the two Unitary Authorities who are not Cabinet Members or Members of economic development related committees or Subgroups. The Task Group acts as a critical friend, developing an overview of strategies and plans and providing independent scrutiny and evaluation of the work of the SWLEP Board and Joint Strategic Economic Committee. The Task Group comprises four elected Councillors from each of the two Unitary Authorities, giving a full Membership of eight. In order to maintain appropriate separation of responsibilities, Swindon Borough Council manages the joint scrutiny process, whilst Wiltshire Council acts as the Accountable Body for the SWLEP.

Independent Technical Advisors

- 47.0 To comply with Central Government requirements and to provide further transparency and accountability, Independent Technical Advisors will be engaged by the SWLEP to provide scrutiny, and be experienced and experts in their field (e.g. transport, housing and planning, skills, business support) and in Central Government appraisal approaches and methods.
- 48.0 The Independent Technical Advisors will advise on scheme sifting and prioritisation, assessment of individual scheme business cases, and overall programme management. The Independent Technical Advisors need to be a suitable independent specialist consultant (i.e. one that does not act as a term consultant for either Unitary Authority).
- 49.0 The Independent Technical Advisors, SWLEP Secretariat, and Officer Group, and any other scheme promoters will be expected to work closely together, including identifying and resolving any issues. Where necessary, however, the Independent Technical Advisors should submit separate reports to the SWLEP if significant issues remain unresolved.
- 50.0 Reasonable costs related to the review of individual scheme business cases by the Independent Technical Advisors will be charged to the relevant scheme promoting organisation as per the Legal Agreements in place between the Accountable Body, SWLEP and Scheme Promoters.

Part Three: Transparent and Accountable Decision Making

Transparency and Local Engagement

- 51.0 The SWLEP Board will conduct its business in an open and transparent manner, comparable to the two Unitary Authorities, which will enable interested stakeholders and Members of the public to scrutinise and participate in the SWLEP processes. Where items for discussion at formal SWLEP meetings contain information relating to the financial or business affairs of any particular person (including the authority owning that information), items may be restricted from the public with the agreement of the Accountable Body Monitoring Officer or their delegate by virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
- 52.0 The SWLEP has a dedicated website which includes information and documents relating to the SWLEP's activities and how the public and business community can engage in SWLEP processes. Documents and information include:
- the SWLEP Constitution;
 - the SWLEP Transparency Code;
 - the SWLEP Complaints Procedure;
 - the SWLEP Assurance Framework (i.e. this document);
 - the Strategic Economic Plan;
 - City Deal and Growth deal documents, as published by Central Government;
 - other policy and strategic planning documents;
 - details on devolved funding for the SWLEP area, funding decision letters with funding levels and conditions, and other local funding mechanisms;
 - the scheme prioritisation process;
 - the scheme assessment and approval methodology;
 - Business Case overviews of SWLEP prioritised projects and programmes;
 - meeting dates, decision making timelines, and scheme delivery programmes;
 - agendas, minutes and reports for each SWLEP meeting;
 - contact details and means of engagement and scrutiny;
 - correspondence from partners, stakeholders and others (if deemed not to be commercially sensitive); and
 - the SWLEP Monitoring and Evaluation Framework
- 53.0 The website also includes links to relevant information on other websites (e.g. statutory processes that are required to implement schemes) and to the relevant decision making processes of Swindon Borough Council and Wiltshire Council (e.g. planning and Cabinet reports).
- 54.0 Key stakeholders who are not SWLEP Members are invited to attend SWLEP Board meetings to make a representation on a scheme(s) or agenda item(s) when appropriate. If key stakeholders wish to be invited to additional SWLEP Board

meetings, applications should be made via the SWLEP Secretariat a minimum of ten working days in advance of the meeting date.

- 55.0 SWLEP Board meetings will be open to the public from 2015/16 onwards. Members of the public and business community will be able to make direct verbal representations at the discretion of the Chair. Written representations should be submitted to the SWLEP Secretariat by email or letter at least five working days in advance of the relevant SWLEP Board meeting.
- 56.0 In order for the public and business community to play a more active role, key opportunities for engagement and scrutiny are during:
- scheme identification and sifting
 - commenting on scheme prioritisation and business cases, and
 - on strategic plans and policies.
- 57.0 In maximising social value, it is important that the public and business community understand the importance of the strategic and prioritised objectives of the Strategic Economic Plan listed in Section 3. It is against these strategic priority objectives that the strategic case for schemes will be assessed, in part to maximise the social value of investment.
- 58.0 SWLEP Board Members representing the business community have been encouraged to engage local businesses more to understand their needs and views, as well as encourage the business community to directly identify schemes; provide feedback on scheme sifting, prioritisation and business cases; engage in consultation on strategic plans and policies; and make other written and oral representations at SWLEP Board and Subgroup meetings.
- 59.0 Plain English summaries of business cases will be provided by scheme promoters, and the relevant Independent Technical Advisor will also provide Plain English summaries of their assessments of scheme identification, sifting, prioritisation, and business case assessment.

Working Arrangements and Meeting Frequency

- 60.0 The SWLEP Board has six scheduled meetings a year to:
- take the initial decision on the prioritisation of the scheme programme based on information provided by the SWLEP Commissioning Group and SWLEP Board Subgroups;
 - consider scheme business cases;
 - make scheme approval decisions;
 - discuss overall programme delivery; and
 - amend the Assurance Framework as per the Legal Agreements with the Accountable Body.

- 61.0 A special meeting of the SWLEP Board can be held in exceptional circumstances or when an urgent decision is required.
- 62.0 The meeting dates of the SWLEP Board will be published on the SWLEP website with a minimum of four weeks advance public notice (except for special SWLEP meetings which will be publicised as soon as possible after the meeting date is confirmed).
- 63.0 Agenda papers will be made available on the website a minimum of seven working days prior to the relevant meeting. Minutes will be published no later than fourteen working days after the relevant meeting. All meetings will be open to the public.

Freedom of Information

- 64.0 As the Accountable Body, Wiltshire Council will deal with requests under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 in line with its standard procedures. In some instances, however, it may be more appropriate for the promoting authority of a scheme to deal with these matters rather than the Accountable Body. These issues will be reviewed and agreed on a case by case basis by the Accountable Body Monitoring Officer or their delegate.
- 65.0 The SWLEP will adhere to the Local Government Data Transparency Code (available from <https://www.gov.uk/Government/publications/local-authority-data-transparencycode>).

Conflicts of Interest

- 66.0 It is vital that SWLEP Board Members act in the interest of the area as a whole and not according to the sectoral or geographic interests of their member organisations. The decisions of the SWLEP Board make are, therefore, based on an analysis of robust process; business cases produced by the scheme promoter(s); and are assisted in this respect by Independent Technical Advisors.
- 67.0 The SWLEP has agreed a Code of Behaviour and full Members of the SWLEP Board are required to disclose any potential conflicts of interest or pecuniary interests (e.g. direct financial interest in a scheme through employment or personal gain including any interest as a result of close personal relationships or friendships) which may prevent them from making an impartial decision, in accordance with the process and practice of Wiltshire Council as Accountable Body and as per any existing Legal Agreements in place with the Accountable Body. Depending on the nature of this interest, there may be the need to co-opt another suitable member on to the SWLEP Board for the purpose of making the decision in question.
- 68.0 Publicly elected Members will continue to declare their interests using their respective local authority's register of interests. They must also declare any additional interests outside their own authority's area but within the SWLEP area

boundary. Elected Members must abide by their respective authority's code of conduct when conducting SWLEP business.

- 69.0 Access to available registers of full member interests will be available to the public via links on the SWLEP website.

Gifts and Hospitality

- 70.0 Members should record any gift or hospitality which is received in connection with their SWLEP duties in line with their respective Unitary Authority, if applicable, and in accordance with the policy of Wiltshire Council as the Accountable Body.
- 71.0 Members should not accept any personal gifts or hospitality from any individual or organisation (including contractors and/or outside suppliers) which has or may have a specific interest in any major scheme.

Complaints and Whistle-Blowing

- 72.0 Any individual or organisation is entitled to make a complaint about the work of the SWLEP if they feel that it is not being conducted in accordance with the Assurance Framework. All complaints will be dealt with by the Accountable Body using Wiltshire Council's complaints procedure.

Part Four: Accountable Decision Making

Legal and Operational Arrangements

- 73.0 A legal agreement, the LEP Constitution, and SWLEP Assurance Framework will define the workings of the SWLEP; financial and operation arrangements associated with the SWLEP Secretariat and technical support functions; the responsibilities of the partner organisations and Members; financial contributions to support the Accountable Body role; and include commitments to fund the reasonable costs of employing the Independent Technical Advisors.

Status of the SWLEP and Role of the Accountable Body

- 74.0 Democratic accountability for the SWLEP and its decisions are provided through the Unitary Authority Leader representation on the SWLEP Board, and the Joint Strategic Economic Committee. Wiltshire Council will be the Accountable Body for the SWLEP.
- 75.0 One of the primary roles of the Accountable Body is to hold the devolved major scheme funding and make payments to scheme promoters as per the Legal Agreements in place for each project or programme. The Accountable Body will hold funds allocated to the SWLEP in separately identifiable Ledger Accounts and provide the SWLEP with financial statements as required. The Accountable Body also has the following responsibilities conducted in line with the Legal Agreements in place between the Accountable Body, SWLEP and Scheme Promoters:
- Ensuring that the decisions and activities of the SWLEP conform with legal requirements with regard to freedom of information, equalities, the environment and other matters.
 - Ensuring (through the Section 151 officer) that funds are used appropriately using the same checks that Wiltshire Council would of its own funds and in line with any grant conditions in the grant condition letter through a Section 31 Grant Determination (and not for its own purposes or without consent of the SWLEP).
 - Ensuring that the Assurance Framework is being adhered to.
 - Ensuring the official record of SWLEP proceedings is maintained and having access to all relevant SWLEP documents.
 - Taking responsibility for the decisions of the SWLEP in approving schemes (e.g. if subjected to legal challenge) as per the Legal Frameworks and Agreements between the Accountable Body, SWLEP and Scheme Promoters.
 - Ensuring that there are arrangements for local audit of funding allocated by the SWLEP comparable to Wiltshire Council's own arrangements for local authority spend.

- 76.0 For the allocation of funding, clarity of responsibilities for delivery and monitoring will be specified in writing from the Accountable Body to scheme promoters.

Specification will include the requirement for quarterly provision of delivery and performance information from programme managers in line with the Monitoring and Evaluation Framework and Implementation Summary Reports and compliance to relevant legal agreements. This is primarily to monitor spend to budget, time and to scope of inputs by project.

- 77.0 In relevant circumstances, the role of Accountable Body and Wiltshire Council as a scheme promoter will need to be kept strictly independent of each other to provide assurance that there is no conflict of interest. The Section 151 Officer of Wiltshire Council will specify the procedures for ensuring no conflict of interest and clarity of roles, responsibilities, communications, monitoring and reporting as per the arrangements set out in the Accountable Body Legal Agreement.
- 78.0 The Accountable Body will complete any decision-making and review of any SWLEP Board decision within a reasonable timeframe as defined in the Legal Agreement between the Accountable Body and SWLEP.
- 79.0 Where the Accountable Body deems its responsibilities cannot be met due to a decision made by the SWLEP Board, the issue will be raised to the SWLEP Board and the Joint Strategic Economic Committee. The process for resolution will be through a meeting of the Accountable Body with the SWLEP Board. If a satisfactory solution cannot be sought, then the decision will be made by the Joint Strategic Economic Committee. This process does not preclude the Accountable Body from making higher complaints or whistle-blowing in line with Wiltshire Council's own complaints procedure.
- 80.0 If the Accountable Body or SWLEP Delivery and Performance Team deem that delivery is not meeting requirements and cannot be rectified then it will discuss the situation with the SWLEP Commissioning Group and subsequently with the SWLEP Board. In line with the Accountable Body Legal Agreement, a decision may be made by the SWLEP Board to either claw back funding within 10 working days or to discontinue further allocations from the quarter in which the SWLEP Board decision has been made.
- 81.0 The Accountable Body will notify the Scheme Promoter of the issue and process escalation, as well as notifying the scheme promoter to cease work on the scheme and of the decision of the SWLEP Board. The opinion of the relevant Independent Technical Advisor should also be sought to inform decision making. The SWLEP Board will then reallocate funding aligned with its over-programmed priority list of schemes in accordance with the Accountable Body Legal Agreement and subject to HM Government conditions and delegation of grant funding management in this manner.

Audit and Scrutiny

- 82.0 As the Accountable Body, Wiltshire Council will appoint independent qualified auditors in accordance with the arrangements set out in the Accountable Body Legal Agreement to establish that the SWLEP is operating effectively within the terms of the Assurance Framework. The SWLEP will consider any recommendations of the auditors and take necessary action to remedy any identified shortcomings.
- 83.0 An initial audit will be undertaken annually in the third quarter of each financial year. All audit reports will be published on the SWLEP website.
- 84.0 The specific roles of the SWLEP are to:
- Develop strategic economic plans and policies, including amendments to the Swindon and Wiltshire Strategic Economic Plan.
 - Identify a prioritised list of schemes within the available budget including under / over programming to enable prudent management.
 - Make decisions based on the scrutiny of individual scheme business cases.
 - Approve the release of funding in consultation with the Accountable Body Section 151 Officer and in accordance with the Accountable Body Legal Agreement to the relevant scheme promoter in line with any grant conditions in the grant condition letter through a Section 31 Grant Determination.
 - Ensure value for money is achieved.
 - Monitor progress of scheme delivery and spend.
 - Ensure on-time delivery of schemes to the programme.
 - Actively manage the devolved budget and programme to respond to changed circumstances.
- 85.0 The SWLEP's key strategic and prioritised objectives, as outlined in the Strategic Economic Plan, are:
- **Raise the employment rate** to its pre-recession level from 74.7% today to 80%.
 - Sustain the proportion of businesses applying for **patents at twice the national average**.
 - Increase the proportion of the workforce (resident and non-resident) with a **degree level qualification** from 33.6% today to 52%, equivalent to 83,000 more people with a Level 4 and above qualification.
 - Improve young people's **attainment at 16 and 19 including in English and Maths** to beyond the national average.
 - Ensure 100% **superfast broadband coverage** across the area including all strategic sites.
- 86.0 Other relevant objectives are included in a variety of local documents including Local Plans, Local Transport Plans for Swindon and Wiltshire, the Swindon and Wiltshire

City Deal. With a refresh of the Strategic Economic Plan in the second quarter of 2015/16, key strategic and prioritised objectives may change.

Independent Scrutiny Arrangements

- 87.0 To comply with Central Government requirements and to provide further transparency and accountability, Independent Technical Advisors will be engaged by the SWLEP to provide scrutiny, and be experienced and experts in their field (e.g. transport, housing and planning, skills, business support) and in Central Government appraisal approaches and methods.
- 88.0 The Independent Technical Advisors will advise on scheme sifting and prioritisation, assessment of individual scheme business cases, and overall programme management. The Independent Technical Advisors need to be a suitable independent specialist consultant (i.e. one that does not act as a term consultant for either Unitary Authority).
- 89.0 The Independent Technical Advisors, SWLEP Secretariat, and Officer Group from the two Unitary Authorities, and any other scheme promoters will be expected to work closely together, including to identify and resolve any issues. Where necessary, however, the Independent Technical Advisors should submit separate reports to the SWLEP if significant issues remain unresolved.
- 90.0 Reasonable costs related to the review of individual scheme business cases by the Integrated Technical Advisors will be charged to the relevant scheme promoting organisation as per the Legal Agreements in place between the Accountable Body, SWLEP and Scheme Promoters.

Part Five: Ensuring Value for Money – Prioritisation of Schemes

Candidate Schemes

- 91.0 Initially, the majority of candidate schemes will be identified as part of the Strategic Economic Plan, Local Plan, and Local Transport Plan processes undertaken by Swindon Borough Council, Wiltshire Council and the SWLEP. Other candidate schemes will be identified through the relevant processes of other Government organisations. However, any individual, business, or other organisation may put forward a scheme for consideration as long as it demonstrably meets the following criteria and provides the required information:
- Description: a short description of the scheme and the geographical area covered.
 - Purpose and Objectives: the scheme should be related to the strategic and prioritised objectives of the Strategic Economic Plan and its purpose strategic.
 - Problems and Opportunities: a short description of the identified problems or opportunities being addressed.
 - Evidence: a short description of the available supporting evidence.
 - Consultation and public acceptability: an outline of what consultation has taken place and what degree of consensus has been achieved.
 - Key risks: an outline of the key risks associated with the scheme and its delivery.
 - Financial: an estimate of the capital and revenue scheme costs and income (if applicable), and the potential funding sources.
- 92.0 Based on information provided, the first step of this process is based on a simple documented assessment of strategic fit, commercial fit and deliverability against the following criteria:
- Is there a strong strategic fit and does the scheme solve a problem or help realise opportunities?
 - Is the estimated capital cost or estimated capital funding gap of the scheme between £0.5m and £50m?
 - Are any associated revenue costs likely to be fundable (e.g. through income receipts, operators, or developer contributions)?
 - Can the scheme be delivered within funding timescales allowing for the necessary design, consultation, statutory processes and procurement prior to scheme construction?
 - Is the scheme likely to be publically acceptable (and any evidence)?
 - Does a lack of evidence or level of uncertainty prevent this scheme from being realistically delivered?
- 93.0 The ability to fund typically more significant cross-Local Enterprise Partnership boundary schemes will depend on pooled funding and securing additional third-party funding. Given the additional complexities associated with cross-boundary working,

candidate schemes need to be identified at the earliest possible stage in association with neighbouring Local Authorities and Local Enterprise Partnerships.

Initial Scheme Assessment and Sifting

- 94.0 All shortlisted schemes seeking future funding will be put through a process of assessment and sifting using a modified version of the Department for Transport's Early Assessment and Sifting Tool (EAST) process. The use of the EAST forms the initial part of SWLEPs appraisal process.
- 95.0 EAST follows the five cases of the 'Green Book', Her Majesty's Treasury's guidance on appraisal and evaluation and is an assessment process that provides equal weighting across all policy areas.
- 96.0 The 'five cases' are:
- the 'strategic case' – the scheme is supported by a robust case for change that fits with wider public policy objectives;
 - the 'economic case' – the scheme demonstrates value for money;
 - the 'commercial case' – the scheme is commercially viable;
 - the 'financial case' – the scheme is financially affordable; and
 - the 'management case' – the scheme is achievable.
- 97.0 Scheme promoters are responsible for providing the necessary high level information and supporting evidence to enable the EAST assessment to take place.
- 98.0 The relevant Independent Technical Advisor will review, moderate and score EAST assessments using the average score for each case, factored for the level of risk or uncertainty, and rank schemes against each of the five cases.
- 99.0 An independent and professional recommendation will be made of an overall ranked scheme list giving more preference to schemes with stronger strategic and / or economic cases. The ranked list will be referred to the SWLEP Board for review and approval.
- 100.0 The process of scheme assessment and sifting will happen annually or at the request of the SWLEP Board.

Scheme Prioritisation

- 101.0 The EAST sifting process will produce a short-list of potential schemes that will be subject to further prioritisation by SWLEP through business case development. The Independent Technical Advisor will work with each scheme promoter to recommend a suitable and proportionate approach to business case development which will assure value for money and a satisfactory level of deliverability.

Principles of business case development

Business Case development methodology

- 102.0 Business case development must follow Her Majesty's Treasury's 'Green Book: Appraisal and Evaluation in Government process or relevant Government Department guidance such as the Department for Transport's WebTAG process for transport schemes. Each scheme should have a named individual for ensuring value for money.

A. Proportionality

- 103.0 It is important that the approach and method used for appraisal and business case development is proportionate. Proportionality is with regard to the value of the scheme and the impact of the scheme. A small scheme with a low impact does not exempt the business case from adhering to the relevant Central Government departmental or agency guidance, rather the detail of the analysis and evidence need not be so rigorous.

B. Business Case development costs

- 104.0 The scheme promoter is responsible for all up-front costs at each stage of the business case development. However, if a scheme is approved for implementation, the scheme promoter will be able to claim back preparatory costs that are considered to be 'capital' providing these costs have been included in the overall scheme cost articulated in the business case and subject to the details of the Legal Agreement with the Accountable Body.

C. Provision of local match funding

- 105.0 The scheme promoter is expected to contribute a minimum of 10% and a maximum of 90% to scheme costs and to identify the source of these funds. While a high level of contribution will not necessarily increase a scheme's level of priority in the programme, it may be considered a factor where there are marginal differences between schemes.

D. Business Case publication

- 106.0 Once approved by SWLEP, summary overviews of each prioritised business case will be made available on the SWLEP website together with the comments of the Independent Technical Advisors for public comment and review.

Stage 1 – Outline Business Case

- 107.0 Scheme promoters of shortlisted schemes will be required to develop an Outline Business Case for their schemes and submit these to the SWLEP for review.

- 108.0 Outline Business Cases will be assessed by the relevant Independent Technical Advisor through a defined and universal process of assessment. This will help ensure consistency of approach and fair assessment.
- 109.0 Feedback will be provided to the scheme promoter and the SWLEP through an Outline Business Case Assessment Report. The report will make recommendations for scheme business case progression or improvement and will contain an assessment of each of the five cases (with a greater focus on the strategic case and economic case), the adherence and proportionate and robust application of Government guidance, the reasonableness of the approach, and the level of uncertainty in assuring deliverability, value for money and risk mitigation.
- 110.0 The Independent Technical Advisors may recommend that a scheme is not prioritised as part of a ranked package of schemes and is amended for the same or a later bidding round; or included in a ranked priority list of schemes for funding.
- 111.0 Completed Outline Business Cases together with the Independent Technical Advisor Outline Business Case Report should be reviewed and signed off by the relevant Board Subgroup and Commissioning Group before being presented to the SWLEP Board for priority list review and potential approval.
- 112.0 If approved by the SWLEP Board, no further work is required on the business case until Government funding has been allocated to the scheme. The scheme will be allocated to a priority list of schemes alongside other priority schemes. Scheme promoters may continue to develop the business case at their own risk if they so choose.

Stage 2 – Full Business Case

- 113.0 If successful in receiving a Government funding allocation scheme promoters will be requested to develop their scheme to Full Business Case. The development of the Full Business Case has a far greater emphasis on commercial, financial and management cases, ensuring arrangements are appropriate for effective delivery, including necessary statutory and procurement requirements (as appropriate).
- 114.0 The Full Business Cases will be reviewed by the SWLEP and Accountable Body with the support of the relevant Independent Technical Advisor, with feedback provided to the scheme promoters, SWLEP and the Accountable Body Section 151 Officer through a Full Business Case Assessment Report. The Full Business Case Assessment Report will follow the format set out in the Outline Business Case Assessment Report.
- 115.0 Approval of the Full Business Case from the SWLEP Board and the Accountable Body (including its Section 151 Officer) based on the information provided in the Full

Business Case and the Full Business Case Assessment Report will lead to a formal agreement between the SWLEP and the scheme promoter.

- 116.0 A formal agreement will be issued between the SWLEP, the Accountable Body and the scheme promoter setting out the conditions under which the devolved funding is to be spent and the respective responsibilities of all parties. The scheme promoter is responsible for informing the SWLEP of any significant changes to a scheme's scope, costs and implementation timetable.
- 117.0 If funding is not approved, the scheme promoter may bring the scheme back for Stage 2 reassessment within the financial year. If time does not permit, the SWLEP Board will agree how to reallocate the funding to the over-programmed and prioritised list of schemes or postpone the scheme in accordance with the Accountable Body Legal Agreement and notifying Government subject to Government's conditions and delegation of grant funding management in this manner.

Value for Money

- 118.0 The Value for Money assessment should provide a Benefit Cost Ratio (BCR) of the scheme using monetised impacts in line with guidance. While it is expected that most schemes will need to have a Benefit Cost Ratio of 2:1 and over to gain approval, account will also be taken of a scheme's wider economic, environmental and social / distributional impacts. This means that a scheme with a low or medium BCR may still be considered for approval if wider objectives provide a compelling case (as determined by the Officer Group and Independent Technical Advisors) taking into account broader appraisal evidence in relation to:
- schemes with a Benefit Cost Ratio between 1:1 and 2:1 to be considered for funding approval where there is an overwhelming strategic case on economic / development related, social, and / or environmental grounds (with minimal risk in the other cases).
 - where scheme benefits are notoriously difficult to appraise in monetary terms and there are qualitative benefits which if monetised, the adjusted Benefit Cost Ratio would most likely increase the above 2:1.
 - where schemes are less than £2.0m and high value for money is estimated, but to conduct further quantified and monetised economic appraisal would be disproportionate.
- 119.0 The scheme promoting body will be required to produce a Value for Money Statement in line with the relevant Government department or agency's guidance at each stage of the two stage business case assessment and prioritisation process. The economic case (including the Value for Money Statement) will then be reviewed and updated as necessary to reflect changes in the scheme's scope, cost, and benefits in line with guidance and as per the Accountable Body Legal Agreement.

The relevant Independent Technical Advisor will advise on submitted Value for Money Statements as part of their reporting, and make recommendations to the SWLEP Board at Stage 2 - Full Business Case.

- 120.0 The Value for Money Assessment and Statement will be signed off as true and accurate by the Section 151 Officer of the scheme promoting authority and of the Accountable Body - the SWLEP will approve the business case based on the Value for Money Assessment and Statement, and other evidence as appropriate. The Independent Technical Advisors will provide independent review of the Value for Money Assessment and Statement prior to sign off by the Accountable Body Section 151 Officer.
- 121.0 Scheme promoters will need to provide a detailed funding profile for review by the Accountable Body Section 151 Officer as part of Full Business Case development. This will be used to ascertain funding arrangements as per the Legal Agreements in place with the Accountable Body.
- 122.0 Scheme promoters must monitor and evaluate their scheme's progress in line with the SWLEP Monitoring and Evaluation Framework which is available on the SWLEP website. Each scheme will also have an Implementation Summary Reporting containing delivery milestones.

Release of Funding, Cost Control and Approval Conditions

- 123.0 The Accountable Body will not release any funding to the scheme promoter until the Full Business Case has been approved by the SWLEP Board, JSEC and the Accountable Body in the form of the Section 151 Officer, and that the Section 151 Officer's conditions of use of the funding have been accepted by the scheme promoter.
- 124.0 Preparatory costs that are considered to be 'capital' providing these costs have been included in the overall scheme cost will be paid upon approval. In addition, according to the conditions of each award up to a maximum of 10% of monies awarded will be released at the start of the scheme. All other payments will be made a quarter in arrears, based on profiles and following successful audit of claims required in accordance with the conditions of each award. If the claim differs from the agreed funding profile then the scheme promoter will also need to explain this in their submission for audit.
- 125.0 The SWLEP scheme contribution will be capped at the level set out in the award letter; therefore, any cost increases will need to be borne by the scheme promoter. Where there is a forecast underspend, or a scheme is not progressing any monies held will be returned to the Accountable Body, and the further release restricted to new schemes only, unless the scheme promoter seeks and gains approval for a re-profiling of the scheme spend.

- 126.0 The scheme promoter will be responsible for submitting financial claim forms (signed by the Section 151 officer or equivalent) to the Accountable Body.
- 127.0 The Accountable Body will advise the SWLEP of any concerns or irregularities. The SWLEP and/or the Accountable Body reserves the right to suspend funding at the end of any quarter, or request the return of previous funding payments, if it believes that there is a misuse of funds.

Programme and Risk Management

- 128.0 Scheme promoters will be required to provide an initial programme for each prioritised scheme. The programme should include estimated timescales for the following:
- production of business cases.
 - completion of associated technical work.
 - progress of outline and detailed design.
 - statutory orders.
 - public consultation.
 - procurement.
 - construction of scheme.
- 129.0 The Independent Technical Advisors will meet the promoting scheme promoter to discuss the progress of schemes. The frequency of these meetings may depend on the complexity and scale of the scheme as well as the stage of preparation / construction and any risk issues previously identified and will be agreed in advance of a formal funding agreement being signed.
- 130.0 Scheme and programme risk levels will be closely monitored on a regular basis by the Officer Group, the SWLEP Delivery and Performance Team and the Independent Technical Advisors when required. The default position is that the scheme promoter is expected to manage risk within the scheme and its funding envelope. Any significant issues that affect the programme as a whole will be referred to the next Commissioning Group meeting and SWLEP Board meeting, including proposed modifications to the programme in the light of scheme progress.
- 131.0 Potential risks to the delivery to the scheme programme, such as overspend and delays to timescales, must be highlighted immediately in line with the tolerances set out in the Legal Agreement with the Accountable Body. Promoters should also produce and maintain risk registers for their schemes and set out how they will manage potential risks.

Appendix A: Transport Specific Requirements

- 133.0 The modelling and appraisal of schemes contained in business cases must be developed in accordance with the guidance published in WebTAG at the time the business case is submitted to the SWLEP for approval.
- 134.0 Where applicable, associated transport modelling work should be based on forecasts which are consistent with the definitive version of the Department for Transport's National Trip End Model (NTEM). Alternative planning assumptions may be used and/or required by the SWLEP as sensitivity tests.

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