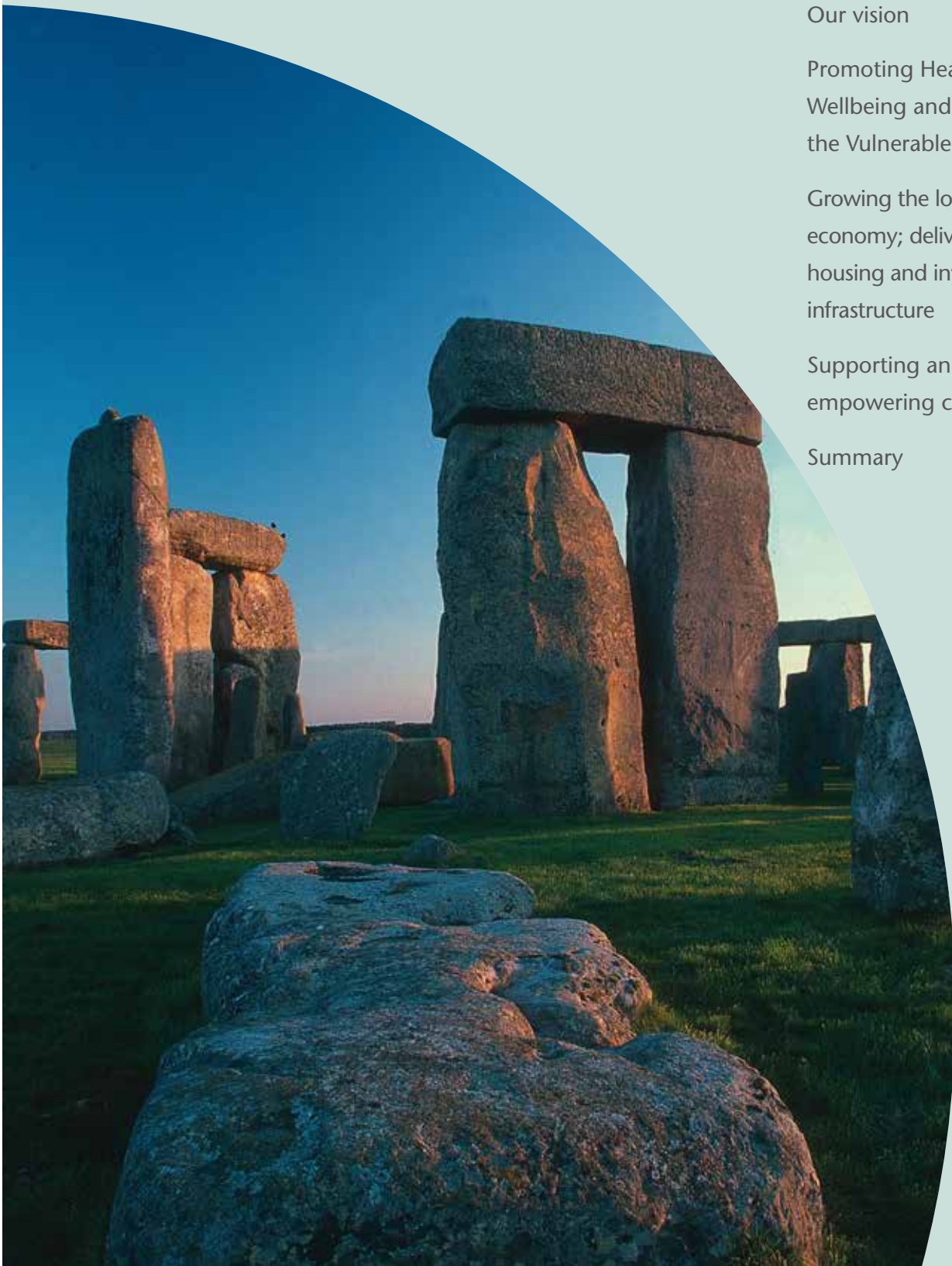




ONE WILTSHIRE

Contents

Our vision	3
Promoting Health and Wellbeing and Protecting the Vulnerable	9
Growing the local economy; delivering housing and investing in infrastructure	12
Supporting and empowering communities	16
Summary	19



The following bodies were consulted during the production of this document



Wiltshire Public Service Board

Wiltshire Health and Wellbeing Board

1st Artillery Brigade and HQ South West



From One Council to One Wiltshire

In 2009 Wiltshire took the **historic step** of combining five councils into one. Since then, Wiltshire Council has demonstrated a strong track record in **delivering significant savings**, transforming services and empowering local communities.

Merging the five previous authorities into one council for Wiltshire has delivered savings to the taxpayer of £125m over the last five years and back office costs now comprise less than 7% of the budget – compared to 19% for predecessor bodies. And there has been **no rise in council tax** for five years.

Wiltshire Council also inherited considerable office estate that had lacked investment and was not fit for purpose. A strategic decision was taken to reduce and rationalise 105 office buildings to three hubs. We have already achieved net savings of over £5m per annum from this approach that are being reinvested into front line services, with further savings due to be realised.

We have set up multi-agency local area boards with executive powers and delegated budgets (covering services such as highways, youth and other community initiatives) and supported parish councils across Wiltshire to take on assets and services. The £1.7m grants budget typically levers in £6 of community resources for every £1 awarded. Outcome based commissioning approaches in residential care and support for troubled families have also successfully reduced the burden on the public purse.

The importance of the military in Wiltshire – where an estimated 10% of families have someone serving in the armed forces – is set to grow further with an expanding military presence on Salisbury Plain. This has been recognised in close partnership working on military-civilian integration and the development of new facilities.

Alongside this, work with local businesses, the armed forces and neighbouring councils has delivered significant additional investment to the area – such as the Corsham Digital Community, Porton Science Park and the new Defence Technical Training College.

But this is not enough...

The key agencies in Wiltshire now want to work more closely together in a range of areas, building on the successes described above and we need Government's help to make this happen. This document sets out our proposals for devolution to Wiltshire – empowering local agencies to work more closely together and to plan for the future – and in turn protecting the vulnerable, boosting the local economy and strengthening our local communities.



Our vision

We are confident that by implementing the proposals in this document, seamless working across a wider range of services will be in place. For Wiltshire, this would mean that by 2020 we have:

Vibrant town centres and a local economy continuing to grow and outperform the English average

A council that is independent of central government grant

A 'single view' of the customer for a range of public services

Increased volunteering levels and easier secondments between public sector services

A 'one Wiltshire, one budget' approach – where public services are free to plan for the long term with multi-year funding settlements

Combined public service performance information made available to all





To deliver this vision, we propose to build on the strong governance already in place in Wiltshire, including:

- ① One unitary council led by a strong cabinet and leader model.
- ① The Wiltshire Health and Wellbeing Board, which brings together the council and the Clinical Commissioning Group, the three acute and mental health trusts, Police and Crime Commissioner, NHS England, Healthwatch Wiltshire and other partner bodies to oversee the delivery of health and social care services in Wiltshire. The Board has already had significant success in agreeing one of five Better Care Plans to be fast tracked for sign off by government.
- ① The Swindon and Wiltshire Local Enterprise Partnership, which has successfully brought together local government and businesses to deliver millions of pounds of investment in Wiltshire.
- ① In addition, we propose to enhance the existing Wiltshire Public Services Board (which brings together representatives of all the key local public service bodies including the Ministry of Defence, DWP, Wiltshire Fire and Rescue Service, Wiltshire Police, Community Rehabilitation Company, NHS Wiltshire Clinical Commissioning Group, Wiltshire College, Natural England, Environment Agency, Police and Crime Commissioner and the Homes & Communities Agency) to ensure the chairs of the Health and Wellbeing Board and Local Enterprise Partnership are represented and able to work together to oversee the implementation of these devolution proposals.



Summary

Creating stronger and more resilient communities



We commit to:

- Further developing cooperation on public estates
- Delivering an ambitious Health and Wellbeing Community Centre programme

- Delivering place based budgets for local populations for health and social care
- Blending health and social care funding to support integrated personal commissioning
- Fair funding arrangements for Safeguarding Boards
- Increasing accommodation provision to meet diverse needs of Wiltshire residents
- Embedding the Community Rehabilitation Company in joint working arrangements
- Innovative health and social care practice at the very heart of planning

- Transferring hundreds more assets and services to local communities
- Increasing the involvement of volunteers and the voluntary sector in public services
- Increasing devolution of services to our community area boards

- An increase in skilled employment opportunities for all

- Increasing long term investment in highways infrastructure
- A specific fund and programme of work for army basing
- Revitalising town centres
- Increasing recycling rates
- Accelerating the delivery of new housing
- Roll-out superfast broadband to 91% of Wiltshire by 2016
- Plan jointly for future housing growth in Swindon and Wiltshire, initially producing a joint strategic housing market area assessment



of proposals

In return we would like government to:

- Simplify management of the public estate

- Agree long term, multi-year funding settlements
- Fully devolve additional public health functions
- Devolve funding from Health Education England
- Enable better sharing of data between local partners
- Work with Wiltshire Council and Wiltshire CCG to develop new commissioning models

- Give the council greater control of council tax
- Work with Wiltshire Council to investigate the possibility of community area capital raising powers
- Transfer surplus government owned assets to Wiltshire
- Review the number of Wiltshire Councillors
 - Agree a flood protection package for Wiltshire

- Remit all business rates so that we can be independent of central government grant
- Devolve responsibility for business rate assessment and appeals
- Provide business rate relief for Wiltshire Council car parks
- Devolve employment and skills funding
- Support pooled funding for roads maintenance
- Retain landfill tax for investment locally in recycling infrastructure
- Devolve the Bus Service Operators Grant
- Provide Wiltshire Council with new powers to 'step in' where development delivery stalls
- Provide Wiltshire Council with enhanced controls and powers to charge a public utility for licences for work on our highway
- Increase the council's ability to borrow against future revenue growth directly related to development projects
 - Lift housing borrowing limits and devolve Homes and Community Agency land and funding
 - Improve north-south road transport connectivity





Our Proposals for One Wiltshire

Wiltshire has made strong progress on joint working on back offices and public estate in recent years – delivering significant financial savings, releasing land for housing and private sector investment and improving the delivery of services.

Wiltshire Council has worked closely with Wiltshire Police to combine back office services (including a joint IT solution across both estates and a single, jointly funded project management team) and to co-locate frontline and neighbourhood police teams as well as other staff in our Multi Agency Safeguarding Hub.

We recognise that improved public estate management is an important enabler for delivering seamless working across a range of priorities.

In light of this we commit to:

-  Further developing cooperation between Wiltshire Council and other bodies such as the NHS, Wiltshire Police, the Department for Work and Pensions and Wiltshire Fire and Rescue Service (with a major public estate review underway as a result of combining forces with Dorset).
-  Delivering an ambitious Health and Wellbeing Community Centres programme. This programme is developing plans to rationalise the public estate and co-locate public services in towns across Wiltshire. The first Health and Wellbeing Community Centre has already opened in Corsham and brings leisure, health, library and community services together with the neighbourhood police team. Wiltshire Council and partners have agreed £80m of investment in the next seven centres – freeing up considerable estate across the public sector and delivering running costs which are typically 40% lower than for existing facilities.

Wiltshire Council's back office costs have reduced from 19% to 7%.

£5m p.a is being saved through Wiltshire Council's property rationalisation.



In return we would like government to:

- 1 Simplify local public estate management.

The model of care we wish to deliver in Wiltshire involves clustering integrated health and social care teams around GP surgeries to deliver joined up services to the local population. We are making provision for GP surgeries and out of hospital care within our Health and Wellbeing Community Centres wherever possible. However, the funding formula for the NHS takes time to catch up with increases in populations, which can inhibit effective forward planning; and oversight of the NHS estate is now split between seven different NHS bodies in Wiltshire, which can complicate delivery and stifle innovation. We think there is a better way.

Wiltshire Council has both the financial flexibility and longevity to assemble meaningful land packages and bring public sector partners together in mutually beneficial arrangements. We would welcome government support to develop a mutually agreeable arrangement for joint working with in a combined public estate (NHS, MOD etc). To the extent that this could enable capital receipts from the local public sector estate to be pooled and invested locally.

As a first step, we would welcome support for a transfer of land from Great Western Hospitals NHS Foundation Trust (GWH), which inherited considerable estate from the former Wiltshire Primary Care Trust that forms the basis of current community hospital provision in towns across Wiltshire. To enable this to happen, Wiltshire Council would like support from the Treasury under prudential borrowing rules to buy out GWH's existing Private Finance Initiative (PFI) deal.

We would also welcome support to bring the three secondary schools in Wiltshire built under PFI back into the ownership of academies. This will encourage local responsibility and empower local schools with additional flexibility in their estates management and plans for managing growth in pupil numbers.

The Health and Wellbeing Community Centre programme is about improving health and wellbeing outcomes and community resilience across Wiltshire. In return we will be looking to gain business rate relief on these vitally important community assets. This will be an important driver for encouraging co-location and the integration of services within the health and wellbeing centres.

We now set out our commitments and proposals for further devolution in specific areas.

- 2 Promoting Health and Wellbeing and Protecting the Vulnerable
- 3 Growing the local economy; delivering housing and investing in infrastructure
- 4 Supporting and empowering communities

Wiltshire Council has both the financial flexibility and longevity to assemble meaningful land packages and bring public sector partners together in mutually beneficial arrangements.



Promoting Health and Wellbeing and Protecting the Vulnerable

Wiltshire has a very strong Health and Wellbeing Board. It has already delivered ambitious plans for the integration of health and social care and was one of five areas with a plan fast-tracked for sign off by government. Our £31m Better Care Plan for 2015/16 outlines a model of care which will divert significant demand away from acute hospitals and lead to more care at or closer to home.

We have also delivered innovative commissioning arrangements – our Help to Live at Home Service has been recognised for its innovative approach to supporting people at home and avoiding dependency on institutional care. This has been achieved through introducing an outcomes-based payment by results model which is different from the traditional means of paying providers, typically on a ‘per hour’ basis for the care that is delivered, which provides a perverse incentive for promoting dependency. Rather, providers are rewarded for helping their customers achieve the outcomes they want to achieve and enable them to live independently.

Wiltshire has an ageing population but also has a unique population of young military families which is set to grow as the army basing strategy brings troops back from Germany to Salisbury Plain. Public service partners are working closely together to prepare plans together and provide for this important part of the community.

Wiltshire has also successfully delivered a programme for troubled families – who are involved in crime or anti-social behaviour; and have a child who has been excluded or is persistently absent from school; or are in receipt of out of work benefits. 510 families have received intensive support from the Wiltshire Families First Service, provided by Action for Children, which has turned around the lives of all the families involved.







We now want to go further than this.





Our Proposals for One Wiltshire




We commit to:

-  Deliver population place based budgets, incentivised to improve prevention.
-  Blending health and social care funding to create integrated personal commissioning budgets for more patient groups, such as people with learning disabilities or mental health problems.
-  Moving towards a fair funding arrangement for Wiltshire's Children's and Adult Safeguarding Boards, which reflect the involvement of each partner. We will also develop a Multi Agency Safeguarding Hub for adults.
-  Provide accommodation to meet the diverse housing needs of residents in Wiltshire, within the Government's housing and planning guidance.
-  Embedding the success of the Community Rehabilitation Company in joint working with the Local Criminal Justice Board, the Crime Reduction and Community Safety Strategic Board and our Community Safety Partnership to deliver outcomes based commissioning approaches on rehabilitation related to mental health, substance misuse, domestic abuse and troubled families issues.
-  Designing and developing new schemes that put innovative health and social care practice at the very heart of planning.







In return we would like government to:

-  Agree long term, multi-year funding settlements for Wiltshire Council and public service partners such as NHS Wiltshire CCG.
-  Fully devolve additional public health functions that do not need to be held by Public Health England and NHS England to Wiltshire Council; and enable full integration of public health with council services.
-  Devolve funding from Health Education England

Currently, Wiltshire is unique in that it is the only place in the country to be split between two local education and training boards (Health Education Wessex and Health Education South West). Additionally, Health Education England's plans focus only on the health workforce and not the social care workforce, despite significant overlaps in need between the two.

We would welcome further devolution of funding from Health Education England to help deliver these ambitions. This would help address the split responsibilities outlined above and deliver greater input from commissioners into planning for the needs of the future workforce.
-  Enable better sharing of data between local partners by cooperating with us to remove unnecessary barriers.
-  Work with Wiltshire Council and Wiltshire CCG to develop new commissioning models that incentivise a preventative approach.

In time this will deliver significant benefits for taxpayers.





Growing the local economy; delivering housing and investing in infrastructure

In Wiltshire we have ambitious plans to grow our local economy in a sustainable way. The success of this will be vital to unlocking the full potential of the county.

We know that Wiltshire businesses prefer to deal with one local authority instead of speaking to multiple authorities, where each has a slightly different focus, set of priorities and objectives.

With renewed focus we have worked with local businesses and Swindon Borough Council to establish the Swindon and Wiltshire Local Enterprise Partnership; and agree long term priorities across our economic geography – including a radical city deal with government.

The right infrastructure also needs to be in place to support this – investment in training and skills to improve availability of quality employment opportunities, well planned and maintained highways, broadband, renewable energy or investment to encourage businesses to relocate here. We have already delivered additional investment and are rolling out superfast broadband to 91% of Wiltshire by 2016.

Over the next few years, Wiltshire has a number of opportunities to capitalise further on the progress we have made. This will include preparing for the move of 4000 additional troops and their families from Germany to Wiltshire and overseeing the significant investment in infrastructure (such as schools and health services) that is needed to prepare for this.













Roll-out superfast broadband to 91% of Wiltshire by 2016 and explore technological solutions to reach the remaining 9%



Our Proposals for One Wiltshire

We commit to:

-  Further reductions in the numbers of long term unemployed and young people not in education, employment or training and an increase in skilled employment opportunities for all.
-  Increasing long term investment in highways infrastructure.
-  Delivering a specific fund and programme of work for army basing.
-  Revitalise town centres.
-  Increase recycling rates.
-  Accelerating the delivery of the housing and affordable housing numbers agreed as part of the core strategy.
-  Roll-out superfast broadband to 91% of Wiltshire by 2016 and explore technological solutions to reach the remaining 9%.
-  Plan jointly for future housing growth in Swindon and Wiltshire, initially producing a joint strategic housing market area assessment.

In return we would like government to:

- ① Provide business rate relief for Wiltshire Council car parks so that we can revitalise town centres by reducing parking fees.
- ① Devolve employment and skills funding to form part of the Strategic Economic Plan and grant Intermediary Body status to the LEP.
- ① Allow Wiltshire Council to pool funding for roads maintenance with Highways England and co-commission repairs and improvements where there is likely to be an impact on the local road network.

Our localised approach has been combined with planned increases in investment in highways by £52m, which will mean resurfacing over 150 miles of road a year, every year, for six years, to improve the county's road network.

- ① Provide Wiltshire Council with enhanced controls and powers to charge a public utility for licences for work on our highways.
- ① Provide long term funding settlements to Wiltshire Council which enable longer term investment in highways and better alignment with the work of Highways England.
- ① Allow Wiltshire Council to retain landfill tax for investment in recycling infrastructure.

It would also allow Wiltshire Council to explore provision of services to the commercial waste sector.








Greater influence on adult skills funding, apprenticeship grants and further education



Provide
business rate relief
for Wiltshire Council
car parks so that we
can revitalise town
centres

The benefits of
the leadership
of place we
have been
able to bring
as a unitary
council and our
partnership
with other
bodies have
been clearly
recognised in
Lord Heseltine's
report
'No Stone
Unturned'.

In return we would like government to:

-  Devolve the Bus Service Operators Grant.
-  Provide Wiltshire Council with new powers to 'step in' where development delivery stalls.
-  Increase the council's ability to borrow against future revenue growth directly related to development projects.
-  Increase Housing Revenue Account borrowing limits and devolve Homes and Community Agency land and funding so Wiltshire Council can invest in meeting the high demand for housing that exists locally.
-  Remit all business rates so we can be independent of central government grant.
-  Devolve responsibility for business rate assessment and appeals.
-  Improve north-south road transport connectivity.

The council has used opportunities provided by the local growth fund to bring about improvements on the A350 as the main north-south connection through area. However, there is still a need to provide better connectivity within the strategic road network to better support the economy with improved transport, linking the south coast to the M4 and beyond. We ask for support from government to work with Highways England and surrounding authorities to find and deliver a solution for a better north-south link.

Allow Wiltshire
Council to pool funding
for roads maintenance
with Highways England and
co-commission repairs and
improvements where there is
likely to be an impact on the
local road network

Supporting and empowering communities

In establishing Wiltshire Council, radical steps were taken to empower our local communities. Parish councils – including Salisbury City Council – were created to address any gaps across the county. A large transfer of assets was undertaken from the new Wiltshire Council to the new City Council with an estimated value of £1.2m – which included a wide range of land and property including park land, the crematorium and lettable space (such as offices) which could generate an income. This established Salisbury City Council with an income and asset base from day one. To date, the council has agreed an additional 116 Community Asset Transfers (CATs) to parish councils and community groups and a further 78 are underway.

18 area boards have also been established – focused on market towns and their hinterlands – and these oversee the allocation of resources of at least £1.7m every year. The boards bring together locally elected councillors with town and parish councils, the neighbourhood police team and other locally based public services to agree local priorities and action.

Devolving services and resources to area boards, parish and town councils and community groups is cost effective and sharpens the focus of public services, brings in additional resources and achieves better outcomes. Local grant funding is currently leveraging in £6 of community resources for every £1 awarded.

Area Boards are also working to get the best out of all publicly owned land and buildings – establishing community engagement boards that bring invaluable local knowledge together with technical expertise to identify opportunities to rationalise, invest in and improve local facilities in areas where a business case has been approved.

Wiltshire Council helped 2000 volunteers get involved in local projects last year, from tree planting to Dementia Friends and footpath maintenance. Around 1100 volunteers also helped with the delivery of council services such as libraries, heritage and arts – enabling longer opening hours and enhancing service delivery.




Seven community centres have had business cases approved, with £80m of funding allocated for their provision



Our Proposals for One Wiltshire

We commit to:

-  Transferring hundreds more assets and services to local communities.
-  Working with Wiltshire Police, Wiltshire Fire and Rescue Service and Great Western Ambulance Service, DWP, VCS organisations, GPs and other health partners to co-locate a range of services within Health and Wellbeing Community Centres in market towns across Wiltshire.
-  Increasing the involvement of volunteers and the Voluntary and Community Sector in public services across Wiltshire at a local level.
-  Increasing devolution of services, such as adult day care, to our community area boards and supporting local areas to take forward services in an inclusive way.





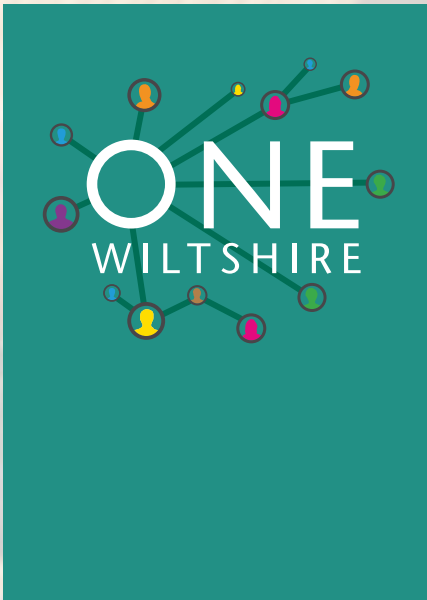
In return we would like government to:

- Give the council greater control of council tax.
At the moment, restrictions on eligibility for council tax support and other mandatory discounts (such as single person's discount) means that these may not always be effectively targeted at individuals in need. Wiltshire would like to evaluate these to examine the feasibility of a discount for carers and a new approach to council tax on empty homes.
- Work with Wiltshire Council to investigate the possibility of community area capital raising powers.
- Offer greater discretion on business rates; including issues such as relief for charities and empty properties.
- Transfer surplus government owned assets.
- Ask the Local Government Boundary Commission to review the number of Wiltshire Councillors.
- Agree a flood protection package for Wiltshire.

In the winter floods of 2014, Wiltshire experienced wide spread and devastating damage with more than five hundred properties flooded – this was more than three times the number of properties in neighbouring Somerset (165). Following these floods Wiltshire received much less flood alleviation funding than Somerset in spite of many more properties being flooded.

We would like the opportunity to develop a long term strategic flood prevention package for Wiltshire that captures strategic investment and funding.

Wiltshire
flood alleviation is
delivered by working
together with local
partners and local
flood groups



Summary

Wiltshire stands on the cusp of something truly special.

All of the public service partners in the county are committed to working more closely together and delivering a stronger economy, protecting the vulnerable and empowering our communities.

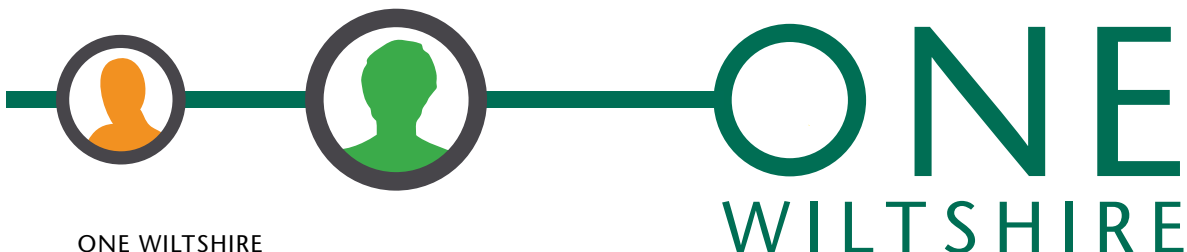
We have excellent working relationships that reflect our unique geography. Wiltshire borders nine top-tier authorities – more than anywhere else in the country. Swindon Borough Council is a key partner in areas such as the Local Enterprise Partnership, Fire and Rescue Service and Police, which are all covered by cross border arrangements.

We are putting forward these proposals for Wiltshire with strong governance arrangements. We will explore further cooperation with Swindon to deliver the results the area needs where agreed.

We know that in a time of austerity, more of the same will not deliver the transformation in services our residents need.

The proposals in this document, combined with our track record of success and ambitious plans for the future, offer the opportunity to truly empower organisations in Wiltshire to act in the long term interests of local people.

We will work with government to make them happen.



the fact that the *Journal of Applied Behavior Analysis* is the most widely read journal in the field of behavior analysis.

It is my hope that this book will be useful to a wide range of readers, from students to practitioners to researchers.

Finally, I would like to thank my family for their support and encouragement throughout this project.

—*Author*

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