

# **A Sustainable Community Strategy for Wiltshire**

**“Working together to create stronger and  
more sustainable communities”**

**2007-2016**

**September 2007**

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# Introduction

Following this introduction, the document begins by describing the Board's vision, for strong and sustainable communities in Wiltshire. It describes the strengths and advantages which the county enjoys, and upon which we must build. It then summarises the key trends and challenges facing the county. In the light of this analysis, the document identifies those aspects of the county which are not sustainable and which we must seek to change. The final sections of the document consider how we can do this. One major route is through our Local Area Agreement. The Appendix shows how the current Agreement seeks to tackle many of the issues we have identified.

## Why produce this Strategy?

The Government sees the community strategy as the 'strategy of strategies' for an area.

The Local Government Act 2000 made it a statutory duty to prepare one. More recently, the Government has required them to be reshaped as *sustainable* community strategies, to re-emphasise the need for local leaders to develop a common vision for a more sustainable future for their area, through taking a more cross-disciplinary and integrated approach to social, economic and environmental issues.

The White Paper 'Strong and Prosperous Communities' (October 2006) stated that 'In a rapidly changing world, communities need strategic leadership to help bring together various local agencies and groups in order to build a vision of how to respond to and address a locality's problems and challenges in a co-ordinated way. They need, for example, to consider what should happen to ensure that their 'place' has a viable economic future; how to adapt to demographic shifts; to assess and mitigate the impact of climate change on their locality; to help turn offenders away from crime; and to build a cohesive community' (para.5.5).

More immediately, the Sustainable Community Strategy provides the evidence for the Local Area Agreement outcomes in 2008. It also needs to be specific enough to inform, and be consistent with, the emerging Local Development Frameworks being produced by the four district councils in Wiltshire.

Further into the future the Strategy also needs to inform the Government's new cross-agency method of assessing local performance which will be known as the Comprehensive Area Assessment.

## How has the Strategy been produced?

The Strategy is the culmination of two years of discussion and debate. This process has included:

- Two phases of widespread consultation on separate drafts with partners, organisations, and individuals
- Analysis of local data and statistics, including the Audit Commission's Area Profile, the County Economic Assessment 2005/06, the DoH local Health Profiles, and the Government Office for the South West's Wiltshire Brief (March 2007).
- Workshops at two of the Strategic Board's annual conferences, and discussion at the County Council's State of Wiltshire debate in 2007

- Analysis of public concerns in the 20 community area plans, and in the Government's 2006 Wiltshire Household Survey. More detail about the local variation in priorities both between the community area plans, and within the Household Survey results is available on [www.intelligencenetwork.org.uk](http://www.intelligencenetwork.org.uk)
- A sustainability commentary on the first draft (April 2006) by Sustainability South West, including a presentation on the findings to the Wiltshire Strategic Board

### **Who is the document intended for?**

This version of the Community Strategy is mainly intended for use by members of the Wiltshire Strategic Board, and its associated partnerships and organisations. A shorter summary for wider distribution will be produced in the autumn.

## **Our Vision: “Strong and Sustainable Communities in Wiltshire”**

Such communities will be better able to rise to the future challenges and pressures facing the County, and will have the following features:

- Communities where people want to live and work. People are there by choice, and take pride in the distinctiveness of their towns and villages.
- Communities which are inclusive. People of different backgrounds, ages and beliefs feel a valued part of the community, not separate, marginalised or disadvantaged by, amongst other things, a lack of transport or affordable housing.
- Communities which are lively, busy places. People get together to tackle local concerns, to organise cultural events, and to socialise. People readily volunteer and feel encouraged to do so. There are many social 'networks' between individuals and families, which allow people to live active, varied and independent lives.
- Communities where people feel safe, and are treated with respect.
- Communities which possess the skills and businesses to remain competitive, and generate enough jobs to meet local employment needs.
- Communities where children and young people enjoy life, and achieve their potential in and out of school.
- Communities which have effective political processes, characterised by trust and openness, high political participation, and effective working relations between public, voluntary and business sectors.
- Communities which actively promote the health of residents, and seek to reduce local health inequalities.

These features are sometimes brought together in the term 'social capital'. Communities with social capital are stronger. They thrive.

Strong and sustainable communities are also communities where current life styles do not threaten future ones. Such communities are informed about environmental issues, and are active in creating local solutions. In those communities, people and businesses will:

- actively minimise their household and commercial waste
- make travel decisions which minimise CO2 emissions, and the need to travel
- make purchasing decisions that reflect the actual human and environmental costs of producing, using, and eventually disposing of goods and products, including purchasing local goods and services where this makes sense
- adopt sustainable construction standards for new buildings, and seek to improve the energy efficiency of existing buildings
- protect and enhance land that has a high environmental or wildlife value
- use water, and energy, wisely and sparingly

There is an increasing awareness and concern that current lifestyles in the UK and other countries are not sustainable. One way of expressing this is to assess the impact on the world's resources, the 'ecological footprint'. Currently, Wiltshire's communities are consuming three times their 'share' of the world's natural resources, i.e. if everyone in the world lived like we do, then there would need to be 3 Earths to meet those needs. To reduce Wiltshire's 'footprint' requires action by Councils and other public bodies, by voluntary organisations, business, and individuals and households.

Strong communities, rich in social capital, are well placed to respond to the challenge of becoming sustainable communities, by having the organisational skills and will to change and adapt lifestyles and behaviour.

## **Wiltshire is already a good place in which to live, work and visit**

### Economy

- Productivity - GVA (Gross Value Added £) per head was the fifth highest of the 12 SW NUTS 3 areas (mainly county and unitary authority areas) (2004).
- High levels of economic participation 82.5% (Jan – Dec 05).
- Lowest Jobseeker Allowance claimant count level of any authority in the SW – 1.0% (Aug 06).
- Highly entrepreneurial, there was a 20% growth in VAT registered businesses in Wiltshire between 1994 and 2005, compared to a 15% rise nationally.
- Above average proportion of graduates, and those with equivalent qualifications, in the working age population.
- Agricultural still provides 3.9% of jobs in 2003, which despite recent declines, is still above the national average.
- Similarly, Wiltshire has not suffered as much as nationally from the decline in manufacturing employment, and still has a larger than average 13.1% employed in manufacturing (2005).
- Wiltshire has all its telephone exchanges broadband-enabled, providing coverage for the majority of the County.
- Average full-time annual earnings for Wiltshire workplace employees in 2006 were £27,394. This is below the Great Britain average, but above that for the South West.
- Tourism - Many attractions in Wiltshire are of national significance, e.g. Longleat House, Wilton House, Salisbury Cathedral, Stourhead House and Gardens, Bowood House, Lacock village and Abbey, Malmesbury Abbey, Kennet and Avon Canal, Stonehenge and Avebury, etc. Visitor figures show that Stonehenge attracts over 750,000 visitors a year and that Stourhead is the National Trust's second most visited of its paid entrance properties.

### Social

- Second safest county (whole police force area) in England, as measured by overall levels of recorded crime (05/06).
- Above average school examination results at GCSE and at A' level.

- Health - On the vast majority of indicators, Wiltshire people are healthier than the national average. In particular, premature deaths from heart disease and strokes and from cancers in Wiltshire are lower than the England rates, and falling.
- Life expectancy – Male life expectancy (78.4 years) and females (82.1 years) are better than the English average, and rising (2002-04).
- In the national Index of Multiple Deprivation, none of Wiltshire's 281 super output areas (somewhat smaller than district wards) ranked amongst the most deprived 10% in England, and only 3 are amongst the most deprived 20% deprived.
- Public transport – Bus passenger journeys increased from 9.3M in 04/05 to 11.6M in 06/07. In 2006/07, 90% of the rural population had access to a daily or better weekday bus service.
- Public libraries- Physical visits to libraries, against the national trend, increased from 2.648m in 2004/05 to 2.746m in 2005/06. Virtual visits, via the internet, significantly increased over the same period from 0.310m to 0.708m.
- By 2005/06, a 16% reduction from the 94-98 average was achieved in the number of people killed or seriously injured in road accidents in Wiltshire.
- Wiltshire achieved national Beacon status for its work in 'Getting Closer to Communities'. Also 41% of secondary schools have an active youth council (05/06).

#### Environment

- Cultural Heritage –Wiltshire contains a wealth of archaeological and architectural treasures, including the combined World Heritage sites of Stonehenge and Avebury, Salisbury Cathedral, and more recent industrial features such as the Box railway tunnel, and the Kennet and Avon Canal. The County contains nearly 20,000 archaeological sites ranging from the prehistoric through to Roman to medieval times. Wiltshire also has one of England's 43 battlefields, the civil war battlefield at Roundway Down. There are also approximately 14,000 listed buildings, 37 historic parks and gardens, and more than 250 conservation areas.
- Landscape – the County's landscape is one of national importance. Three Areas of Outstanding Natural Beauty (AONB's) cover 43% of the County and the south tip of the County is included as part of the recently designated New Forest National Park.
- Biodiversity –Wiltshire is an important area for biodiversity and contains either in full or part, 10 Special Areas of Conservation and 2 Special Protection Areas, these being of European significance. There are 136 Sites of Special Scientific Interest, and 7 National Nature Reserves.
- Waste –Wiltshire is in the top quartile of local authority performance for the amount of household waste it recycles and composts, which in 2005/06 was 32%.

We must preserve and build on these strengths.

## What is changing Wiltshire?

### - Key trends and challenges

*Contrasts in income levels and social need are apparent:*

- The pervasive effects of generally increasing levels of wealth underpin almost all other trends.
- But poverty, as measured by Council Tax and Housing Benefit take-up, is still a widespread though often hidden problem in Wiltshire. The greatest concentrations of claimants are in particular neighbourhoods in towns, but there is a more dispersed incidence throughout the rural parts of the County.

*In-migration and development is changing Wiltshire:*

- Attractiveness of Wiltshire to in-migration, for work and retirement, particularly from London and the adjoining South East region is identifiable, as well as from Bristol/Bath, and more recently, from the new EU accession states.
- Continuing growth in out-commuting to surrounding towns and cities, particularly, Swindon, Bath/Bristol/South Gloucestershire, and South Hampshire, which enjoy high rates of job creation, and higher salaries.
- The future expansion and role of Swindon as a business, retail, and residential location will have a significant impact. The town has a major influence on business, housing demand and transport in the northern half of Wiltshire. The proximity of the area to Heathrow (where the fifth terminal will, over time, increase passenger levels by 40%), the M4 and the Great Western railway line will continue to generate further development pressure. Regional Planning identifies Swindon as a particular focus for future growth.
- Continuing Military restructuring, with expansion in the south of the county (e.g. Project Allenby), and relocation, reuse or disposal in the north (e.g. RAF Lyneham). The Army are establishing a super-garrison on Salisbury Plain. This will involve soldiers and their families being stationed for longer periods in garrison towns on the Plain, with a consequent change in their relationship to local communities and services.
- Rising numbers of single person households across most age bands. Projections suggest a rise in the proportion of such households in Wiltshire from 28.9% in 2006 to 36.8% in 2026. There is also an on-going increase in the variety of household types due to divorce, co-habitation, remarriage, bereavement, and the growing ethnic and religious diversity of Wiltshire.
- The marked increase in international migration. Official figures show that there were a total of 5770 national insurance registrations by overseas nationals in Wiltshire between 2002/03 and 2005/06. By far the largest group came from Poland, but a wide range of countries contributed small numbers of workers. A recent national study by the Joseph Rowntree Foundation suggests that such figures may be an underestimate of actual numbers.
- Planned population growth, particularly focussed on Chippenham, Trowbridge and Salisbury. The draft Regional Spatial Strategy contains a figure of 34,700 new dwellings in Wiltshire between 2006 -2026.
- Current drive towards healthier lifestyles to avoid future impact of growing levels of obesity nationally.

*Some trends are taking effect in a wider context but they all have local impacts:*

- High levels of economic participation result in more time spent commuting and working, and less time (apart from the retired) for voluntary and community work, or participation in democracy e.g. parish councils; this impacts on family life and routines, including an increased usage of child care facilities; there are also consequent recruitment problems for particular types of occupations e.g. personal care jobs.
- Increased car ownership and use means that there is less reliance on the local community for work, shopping and social life, resulting in more individualised and

dispersed lifestyles/social networks. This trend is a factor in the loss of village shops; in more traffic congestion; in the pressure on public transport which, especially in rural areas, cannot match the flexibility of the private car.

- Ever increasing consumer sophistication and international marketing will focus much consumer spending on nearby urban areas several of which are outside the county, and increasingly, on the internet, for shopping, leisure and entertainment. This increased consumerism, in conjunction with the increased number (and smaller size) of households in Wiltshire, will lead, amongst other things, to an increase in waste production, although this trend may be affected by strengthened Government incentives to reduce waste, and by growing public awareness and concern about the issue.
- The increased mobility of people for work, leisure and social life, coupled with television; the Internet, e-mail, and international travel have weakened people's links to local cultures, communities and governance. This has both positive and negative effects, but does challenge individuals to shape their own identity and career, and this will be stressful to some. It also represents a challenge to those (e.g. local government and farmers) who, by definition, have a long-term commitment to the county, to preserve existing, and promote new, forms of local distinctiveness, identity and community.
- Common Agricultural Policy (CAP) reform, and ongoing World Trade talks, will add to current pressures on the farming sector from global competition on commodity production and fiercely competitive purchasing by supermarkets, which are increasingly establishing chains of smaller local outlets in addition to their larger stores. These pressures will affect the structure of the agricultural sector, and of food retailing in Wiltshire. The appearance and quality of the landscape will also be affected, although this latter impact is intended to be counter-balanced by the environmental schemes introduced as part of the reforms. Other factors which will affect the landscape include developments in biotechnology, increasing climate change, and the growing demand for renewable energy from bio fuel crops and wind turbines.
- Globalisation – reduces the roots of businesses in local communities e.g. UK manufacturers moving their production to lower cost areas in the world. Nationally, a high percent of GDP (Gross Domestic Product) is produced by foreign or internationally-owned companies. Also, labour market changes will lead to an increased presence of trans-national workers. This puts a high premium on Wiltshire having a highly skilled workforce, especially with respect to the use and application of ICT, and modern plant and business practices. Competition for global resources – oil, gas and raw materials – will become increasingly intense, with cost implications for businesses and consumers.
- Climate change - As a result of climate change, we are already starting to see changing weather patterns and a greater likelihood of extreme weather events, with negative impacts on farming, infrastructure, wildlife and much more. There is now growing concern and action at international and national levels, as well as in all sectors: public, private and voluntary. While the need to keep global temperature rise to below 2C is likely to mean major changes in the way we live, there will also be new opportunities (eg in farming or environmental technology) and perhaps a move to a new "localism".

## **What aspects of Wiltshire life are not currently sustainable?**

### **The Economy**

- Current business base has not restructured over the last 20 years in a way which will enable it to remain competitive in the long term in the face of global and national competition. Wiltshire has a lower than average (relative to GB) concentration of high

value-added industry. It 'may have reached 'low skill equilibrium' which is where high employment is achieved through the creation of low skilled jobs' (page 10, Wiltshire and Swindon Economic Assessment 2005/06).

- There is evidence of an increasing polarisation of skills and earnings levels. This needs to be reduced if certain social and economic consequences are to be avoided.
- Other aspects which contribute to the unsustainability of this situation are:
  - Too many low skilled, routine jobs in the economy.
  - Vulnerability of low skilled manufacturing to national and international re-location and competition. This particularly affects the North and West Wiltshire district areas.
  - Increasing levels of economic inactivity, including the roughly 5% of 16-19 year olds who are not in education, employment or training (NEET).
  - High, and increasing, numbers of Wiltshire residents out-commuting to higher paid jobs in adjoining, and more distant, employment centres. The difference between Wiltshire workplace and residence-based earnings is most marked in the West Wiltshire and Kennet districts. Workplace median weekly earnings are lower than regional and national averages.
  - High value added sectors under-represented in the Wiltshire economy.
  - Tourism is not currently fulfilling its potential to contribute to a wide range of aspects of Wiltshire life.
  - Shortage of suitable employment sites and premises, and aging premises.
  - Levels of personal debt.
  - Increasing numbers of people without adequate pension provision and on low incomes in retirement. This particularly affects women.

### Transport

- Financial pressures to reduce rail services, despite increased usage.
- Projected increases in out-commuting. Between 1991 and 2001, the % of people who both lived and worked in Wiltshire declined slightly from 78% to 76% of people, but this masks the fact that due to population increases the numbers out-commuting rose 33% from 39,300 to 52,300. (There was an even bigger increase in those travelling into the county from surrounding areas to work, from 18,400 to 30,900, a 68 % increase). With the key out-commuting destinations of Bath and N.E. Somerset, Swindon, and S. Hampshire due to expand their job numbers, and the population of Wiltshire due to grow, it is likely that out-commuting will continue to increase.
- Social trends making it more difficult to find volunteers to maintain and expand community and voluntary transport services.
- Road and pavement maintenance backlog. *Improving the condition and cleanliness of roads and pavements is a top public priority.*
- Lack of resources to significantly invest in sustainable transport solutions, and little evidence of the widespread acceptance of the need for behaviour change in the way Wiltshire people travel.
- Bus services operating costs are increasing significantly, and this may lead to reductions in service and higher fares on both subsidised and commercial services. *Public transport is a top public priority.* When this situation is combined with the effect of higher than average car ownership and use in Wiltshire, it makes it particularly hard to achieve the modal shift required to address climate change, and reduce congestion. Between 1981 and 2001 there was a 92% increase in the numbers of cars in Wiltshire to 240,375 vehicles. In 2001 just 16% of households did not have a vehicle compared with 27% in England. Also 40% of households had 2 or more cars

or vans in Wiltshire compared to 33.6% in the South West and 29.5% in England. The 2006 Local Transport Plan contains a target for growth in estimated vehicle-kilometres travelled on county roads (excluding trunk roads and motorways) to be no more than the low growth prediction of the National road traffic forecast 1997, with local correction factors from National Trip-end Model. This envisages a growth from 3435 million veh-kms in 2003 to 3886 million veh-kms in 2010, a 13% increase, despite this being one of the lowest predicted for shire authorities. About a third of Wiltshire's CO<sub>2</sub> emissions come from traffic. *Traffic congestion and intrusion, and road safety are top public priorities.*

- Increased access issues, and the associated need to travel, due to closures of village shops and post offices, and community hospitals, etc., combined with the difficulty of addressing such issues in a large rural county.
- The increased pressure imposed on existing transport infrastructure by population growth and new development
- The increasing and more widespread impact of Heavy Goods Vehicles (HGV's) partly as a result of the greater use of use of satellite navigation systems

### **Environment**

- Ongoing breaking up of wildlife habitats into smaller, isolated areas. This seriously reduces the scope for wildlife to move and adapt to the new conditions caused by climate change. It is a priority to develop large areas managed for the benefit of wildlife, and linked by wildlife corridors.
- Increasing water demand as a result of new developments, and lifestyles.
- Current and projected levels of CO<sub>2</sub> emissions. Detailed figures for Wiltshire and its districts are available, but are mainly based on national usage of energy apportioned on the basis of particular methodologies. These show that Kennet is estimated to have the highest of Wiltshire district domestic CO<sub>2</sub> emissions per household (gas, electricity, oil and coal), ranked 23<sup>rd</sup> of 386 local authorities (Best Foot Forward consultancy for British Gas – Feb. 2006), North Wiltshire the highest transport CO<sub>2</sub> emissions, and West Wiltshire the highest industrial/agricultural CO<sub>2</sub> emissions (NETCEN for DEFRA, Oct. 2005). The energy efficiency of most homes, even new ones, is still too low. Reaching proposed government targets of 60-80% cuts in emissions by 2050 will be a major challenge, requiring both vastly increased energy efficiency as well as the development of new renewable energy capacity.
- Reduction in livestock leading to difficulties in maintaining characteristic landscapes that need to be grazed.
- Household waste continuing to grow. Current estimates suggest that household waste is likely to grow at about 3% per year up to the end of the decade, and then level off somewhat.
- Profitability of farming is depressed, with knock-on effects to land management capacity.
- Potentially adverse environmental effects in Wiltshire (and Swindon) of extracting 1.85 million tonnes of sand and gravel per year to 2016 (as outlined in the draft Regional Spatial Strategy).

### **Housing**

- Towns and villages lack sufficient levels of affordable open market and rented housing. It is hard for young people to stay in their communities without remaining in their parental homes. There is an associated difficulty in recruiting people for some types of job from outside the County, linked to the fact that whereas in 1995 average house prices in Wiltshire were 4% above the national average; by 2006 they were

nearly 14% above the national average. *Increasing the availability of affordable, decent housing is a top public priority.*

### **Health and Social Care**

- There are predicted capacity issues for social and health care, particularly as a result of the aging population. Facets of this broad issue include an increasing demand for supported accommodation; a greater requirement for services to meet the increasing level of those with complex needs, especially amongst the 80+; the escalating costs of care; organisational challenges associated with increased joint working between social and health care services. Also the requirement to adjust to later retirement, and all the attendant implications for informal care of this trend.
- Current pressures on hospitals and the Primary Care Trust are notable, linked to NHS resource issues, restructuring and policy changes. Government indications on future public spending suggest that a new understanding needs to be negotiated with the public over what the State will be able to deliver, and what individuals, families and communities are going to have to provide for themselves. *Health services are a top public priority.*

### **Community Protection**

- *Community safety, and addressing the fear of crime are top public priorities*
- Despite Wiltshire being one of the safest areas in the country, there is still a need to reassure the public in relation to crime, drugs, anti-social behaviour, and to increase public confidence in the criminal justice system.
- Deliberate and accidental fires, together with casualties on Wiltshire roads, despite welcome downward trends over recent years, have significant, potentially avoidable, ongoing human and economic costs. For example, the official way of costing road collision casualty accidents suggests that such accidents cost the equivalent of £144m in 2003 alone.

### **Skills and Learning**

- The skills mix of people working in Wiltshire does not fully meet the needs of employers; with high numbers not having the appropriate qualifications or poor basic skills
- Employers face recruitment difficulties amongst the low skilled and school leavers. They continue to report that significant numbers of young people lack work-readiness and appropriate attitudes to work.
- The County's employment base offers few graduate positions. Attracting more graduate jobs to the County will be helped by the establishment of a Higher Education (HE) Institution and/or further HE opportunities delivered through Further Education.

### **Governance**

- Lack of public trust in local government and other government agencies – surveys have consistently shown that the public do not have trust in the system of local governance. This is a crucial issue, as this system cannot achieve its aims through direct service provision alone, but requires the commitment of local people to change their behaviours and lifestyles.
- Partnership governance structures in Wiltshire need strengthening to meet the performance management and risk management requirements of new Government approaches to joint planning and delivery.

- Local service providers are still not integrated enough around the needs of the customer, or sufficiently customer-centred. This creates barriers to access, weakens customer service, and drains resources from front-line delivery.
- Voting levels and public satisfaction with public services are reasonable by national standards, but nevertheless lower than desirable to support social capital in the County.

### Future Investment

- Government funding for the public sector in Wiltshire is low on some comparisons, and indications are that financial settlements will be increasingly tight over the next few years with implications for service scope and levels, and for support for the voluntary and community sector.
- The draft Regional Spatial Strategy directs most development and associated infrastructure investment to 21 'Strategically Significant Cities and Towns' (SSCT's) over the next few decades, including Chippenham, Trowbridge and Salisbury. There is a danger that the vitality and self-containment of Wiltshire's towns and villages will be affected by infrastructure investment being disproportionately focused on the larger settlements, such as Bristol, Bath and Swindon, at a time when Wiltshire is still trying to catch up with the effects of high levels of population growth in recent decades. Wiltshire's population grew by 17.5 % between 1981 and 2003.
- *Improving activities and facilities for teenagers is a top public priority.*

How does the Board intend to move its Strategy for creating stronger and more sustainable communities in Wiltshire into action?

The Board itself will promote action to tackle these issues through the Local Area Agreement (LAA) with Government. This Agreement will act as a three year action plan for selected aspects of the Strategy, and it describes what the organisations represented on the Board are going to do, and what others can do to assist. The Government has also signalled that it is going to change the LAA system, and that a reshaped Agreement will need to be finalised by June 2008. The current LAA is analysed against these unsustainable issues in Appendix 1 to this document.

The Local Area Agreement was also informed by a set of principles, which embody our approach to equality and diversity, and which have wider applicability to the way that **all** action to implement the Wiltshire Sustainable Community Strategy is developed:

- *Providing services in ways which are responsive to the particular needs of individuals, groups, and communities.*
- *Getting to the root of problems, not just tackling symptoms.*
- *Paying particular attention to significant life transitions that are commonly associated with increased personal vulnerability.*
- *Seeking sustainable solutions, not temporary fixes.*
- *Promoting informed personal choices rather than making decisions for people.*

- *Strengthening individual resilience and resourcefulness, not creating dependence.*
- *Tackling inequalities and deprivation.*

In addition the Board will promote action by various measures:

- It will promote, and further develop, the strategic analysis contained in this Strategy
- It will engage the public
- It will enable behaviour change
- It will provide strategic leadership
- It will encourage the incorporation of the Strategy's objectives in other relevant plans and strategies
- It will continually seek to strengthen the governance and performance management systems of the Board and its associated partnerships
- It will allocate resources in support of the Strategy
- It will ensure the actions it promotes are tested and proofed
- It will communicate the message
- It will promote action through district local strategic partnerships and their community strategies, community area plans, and parish plans
- It will seek to enlist the Local Development Framework process to implement the spatial aspects of the Strategy.

If we are successful, in ten years Wiltshire will be a place of stronger and more sustainable communities, an example to the rest of the country of how public, voluntary and private interests can work together in the interests of our communities.



The proposed establishment of One Council for Wiltshire will have implications, yet to be considered, for the structure of partnership arrangements at County and sub-County level, and this could alter the processes by which the Sustainable Community Strategy and the Local Area Agreement are implemented and monitored.

## Resourcing the Strategy

The further development of the Sustainable Strategy for Wiltshire, and the associated Local Area Agreement, will lead to a shared understanding on what the key **joint priorities** are for Wiltshire. This understanding will be used to focus our use of available resources. Current examples of this approach include the bringing together of a number of funding programmes under the co-ordinated delivery of the newly-formed Wiltshire Rural Executive; and the strategic distribution of the Safer and Stronger communities fund by the Safer Wiltshire Executive.

Making better use of existing resources will only go some way towards addressing organisational capacity limitations in the county, this issue being particularly crucial for the voluntary and community sector, although the 'Change Up' programme has made some contribution in this respect. The appointment of a Minister for the Third Sector within the Cabinet Office signals the Government's intention to strengthen the voluntary and community sector's role in creating wealth through enterprise, in delivering public services, and in strengthening communities. This emphasis is likely, over time, to lead to a change in the way public services are delivered in Wiltshire.

The Strategy, and the Local Area Agreement, will also strengthen our case for winning external funding, and will focus our search for additional resources.

The Wiltshire Strategic Board has already negotiated a Local Public Service Agreement with Government. If we are successful in achieving these stretch targets we will receive several million pounds in performance reward in the years 2008/09, and 2009/10. It has been agreed that the use of this reward money will be determined on the advice of the Wiltshire Strategic Board.

So even though the Local Area Agreement will, at least initially, bring no additional resources, we do have a number of options for increasing the effectiveness of our use of resources in the County to deliver the Strategic Board's objectives.

## Conclusion

This analysis forms the basis for Wiltshire's current Local Area Agreement and will form the starting point for our negotiations with Government on a new one which will be signed in June 2008.

The Board will consider what issues are not covered in the Strategy by our Agreement and whether separate action is needed to tackle those.

The intention is that the Strategy will be fundamentally reviewed every 3-4 years, unless circumstances require an earlier review. It has, though, been agreed that the factual content on trends and issues contained in the Strategy will be continuously updated as new information becomes available.

The Board will also consider how best to share this work with the public and interested parties in a summary form.

## Appendix 1

### How is this analysis of what is unsustainable in Wiltshire tackled by the Local Area Agreement 2007/8?

The LAA will help address some of the issues in the Strategy, and the LAA's development has been informed by this section of the Strategy. Other action plans will help deliver other parts of the Community Strategy. This section will be updated annually as the LAA is refreshed.

Issues identified by the Sustainable Community Strategy	Relevant outcomes to be delivered by the Local Area Agreement
<b>Economy</b>	
Too many low skilled, routine jobs in the economy	<ul style="list-style-type: none"> <li>▪ improve the basic skills levels of adult learners</li> <li>▪ develop a local workforce with the right skills base for the economy</li> <li>▪ number and range of skilled workers available to local employers</li> <li>▪ Increase job opportunities and maintain older workers in employment</li> <li>▪ More Children's Centres linked to extended schools opened</li> </ul>
Vulnerability of low skilled manufacturing to national and international re-location and competition. This particularly affects the North and West Wiltshire district areas	<ul style="list-style-type: none"> <li>▪ More robust and competitive businesses within the food and farming sector</li> </ul>
High value added sectors under-represented in the Wiltshire economy. Workplace median weekly earnings are lower than regional and national averages. High and increasing numbers of Wiltshire residents out-commuting to higher paid jobs in adjoining and more distant employment centres	<ul style="list-style-type: none"> <li>▪ development of a culture of innovation across business sectors</li> <li>▪ Wiltshire businesses able to operate and be competitive in the electronic marketplace</li> <li>▪ effective Investment Service for Wiltshire</li> <li>▪ development of business clusters and centres of excellence</li> <li>▪ greater range of Higher Education opportunities to meet employer needs</li> <li>▪ Business leaders with the knowledge and skills to maximise their business operations</li> </ul>
Increasing levels of economic inactivity, including the roughly 5% of 16-19 year olds who are not in education, employment or training (NEET)	<ul style="list-style-type: none"> <li>▪ Increase the number and range of skilled workers available to local employers</li> <li>▪ More Children's Centres linked to extended schools opened</li> <li>▪ Reduce % of 16-18 year olds not in education, employment &amp; training</li> </ul>
Levels of personal debt	<ul style="list-style-type: none"> <li>▪ Improved access to independent advice</li> </ul>
Increasing numbers of people without adequate pension provision and on low incomes in retirement	<ul style="list-style-type: none"> <li>▪ Increase job opportunities and maintain older workers in employment</li> <li>▪ Incomes of older people raised, particularly in areas of deprivation</li> <li>▪ individuals taking up 'Third age planning' for paid and voluntary activity</li> </ul>
Tourism is not currently fulfilling its potential to contribute to a wide range of aspects of Wiltshire life	<ul style="list-style-type: none"> <li>▪ More competitive tourism businesses balancing the environment, communities, industry and visitor satisfaction while</li> </ul>

Issues identified by the Sustainable Community Strategy	Relevant outcomes to be delivered by the Local Area Agreement
	realising long term economic and social benefit for Wiltshire
Shortage of suitable employment sites and premises, and aging premises – the market towns development profiles will address the sites issue, but may not tackle the problem of under-investment in aging buildings.	<ul style="list-style-type: none"> <li>▪ Better understanding of the sustainable development and enterprise needs of Wiltshire SSC&amp;T and other market towns</li> <li>▪ An effective Investment Service for Wiltshire</li> </ul>
<b>Transport</b>	
<p>Bus service operating costs increasing significantly, and may lead to reductions in service and higher fares on both subsidised and commercial services.</p> <p>Social trends making it more difficult to find volunteers to maintain and expand community and voluntary transport services.</p>	<ul style="list-style-type: none"> <li>▪ Access to services and facilities improved for those without private transport</li> <li>▪ Improved access to services in rural areas, where transport is not an option</li> <li>▪ older people involved in an integrated approach to transport planning</li> <li>▪ older people feel that transport is accessible and meets their needs</li> <li>▪ Increased numbers of older people who feel able to drive with confidence</li> </ul>
Increased access issues due to closures of village shops and post offices, and community hospitals, etc.	<ul style="list-style-type: none"> <li>▪ Access to services and facilities improved for those without private transport</li> <li>▪ Improved access to services in rural areas, where transport is not an option</li> <li>▪ older people involved in an integrated approach to transport planning</li> <li>▪ older people feel that transport is accessible and meets their needs</li> <li>▪ Improving access to services for hard to reach and hear groups</li> <li>▪ Improved access to health services provided by a skilled, respectful and sustainable workforce</li> </ul>
<b>Environment</b>	
Current and projected levels of CO2 emissions	<ul style="list-style-type: none"> <li>▪ Preparing young people for a lifetime of sustainable living</li> <li>▪ Reduce mode share of pupils travelling to school by car</li> <li>▪ Increase uptake of energy efficiency measures in domestic properties</li> <li>▪ Increase uptake of renewable energy measures in domestic property refits and self-builds</li> <li>▪ Energy audit of public buildings</li> <li>▪ use of integrated renewables in new buildings</li> <li>▪ energy efficiency of operational property and housing stock</li> <li>▪ reduce carbon emissions from local authority business travel</li> <li>▪ Sustainable procurement of energy supplies for street lighting, schools and other public buildings</li> <li>▪ awareness of sustainable energy measures</li> </ul>
Ongoing breaking up of wildlife habitats into smaller, isolated areas.	<ul style="list-style-type: none"> <li>▪ Improved the condition of County Wildlife Sites</li> <li>▪ number of landscape scale projects</li> </ul>

Issues identified by the Sustainable Community Strategy	Relevant outcomes to be delivered by the Local Area Agreement
	<ul style="list-style-type: none"> <li>▪ robust and competitive businesses within the food and farming sector</li> </ul>
Reduction in livestock leading to difficulties in maintaining characteristic landscapes that need to be grazed.	<ul style="list-style-type: none"> <li>▪ Improved the condition of County Wildlife Sites</li> <li>▪ robust and competitive businesses within the food and farming sector</li> </ul>
Household waste continuing to grow.	<ul style="list-style-type: none"> <li>▪ Reduced growth in total household waste arisings</li> <li>▪ Increased recycling and composting of household waste</li> </ul>
Profitability of farming is depressed, with knock-on effects to land management capacity.	<ul style="list-style-type: none"> <li>▪ Support the development of business clusters and centres of excellence</li> <li>▪ robust and competitive businesses within the food and farming sector</li> </ul>
<b>Housing</b>	
Towns and villages lack sufficient levels of affordable open market and rented housing. It is hard for young people to stay in their communities without remaining in their parental homes.	<ul style="list-style-type: none"> <li>▪ Access to affordable homes increased</li> <li>▪ choice and transparency in the allocation of Social Housing</li> <li>▪ Reduce the total amount of homeless clients in temporary accommodation</li> <li>▪ increase the amount of suitable move on or supported housing for vulnerable single homeless people in particular ex-substance misusers</li> </ul>
The energy efficiency of most homes, even new ones, is still too low.	<ul style="list-style-type: none"> <li>▪ Increase uptake of energy efficiency measures in domestic properties</li> <li>▪ Increase uptake of renewable energy measures in domestic property refits and self-builds</li> <li>▪ Increased use of integrated renewables in new buildings</li> <li>▪ Improve the energy efficiency of operational property and housing stock</li> <li>▪ Improved awareness of sustainable energy measures</li> </ul>
<b>Health and Social Care</b>	
<ul style="list-style-type: none"> <li>• There are predicted capacity issues for social and health care, particularly as a result of the aging population. Facets of this broad issue include an increasing demand for supported accommodation; a greater requirement for services to meet the increasing level of those with complex needs, especially amongst the 80+ ; the escalating costs of care; organisational challenges associated with increased joint working between social and health care services. Also the requirement to adjust to later retirement, and all the attendant implications for informal care of this trend.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Children and young people with severe and complex disabilities get the services they need at the right time</li> <li>▪ preparation and planning for transition to adult services for young people with severe and complex disabilities</li> <li>▪ Children and young people with severe and complex disabilities have equality of access to all public services</li> <li>▪ access to health services provided by a skilled, respectful and sustainable workforce</li> <li>▪ older people who want to stay independent receive the support they need to do so from a skilled, respectful and sustainable workforce</li> <li>▪ Integrated support for those older people with complex needs</li> </ul>
<b>Community Protection</b>	
Despite Wiltshire being one of the safest	<ul style="list-style-type: none"> <li>▪ Reduce comparator crime</li> </ul>

Issues identified by the Sustainable Community Strategy	Relevant outcomes to be delivered by the Local Area Agreement
<p>areas in the country, there is still a need to reassure the public in relation to crime, drugs, anti-social behaviour, and to increase public confidence in the criminal justice system.</p>	<ul style="list-style-type: none"> <li>▪ Reduce the fear of crime , increase reassurance in the criminal justice system and Improve perception and reduce worry about the incidence of Anti-Social Behaviour</li> <li>▪ Build respect in communities and reduce anti-social behaviour (especially alcohol related)</li> <li>▪ Reduce the proportion of adult and young offenders and prolific and priority offenders who re-offend</li> <li>▪ older people enabled to take measures to reduce the risk of distraction burglary and deter cold callers</li> <li>▪ Reduce levels of binge drinking, population drinking in excess of recommended Government targets and under age drinking</li> </ul>
<p>Deliberate and accidental fires, together with casualties on Wiltshire roads.</p>	<ul style="list-style-type: none"> <li>▪ Reduce the number of deliberate fires</li> <li>▪ Increase home fire safety</li> <li>▪ Improve road safety</li> </ul>
<p><b>Skills and Learning</b></p>	
<p>The skills mix of people working in Wiltshire does not fully meet the needs of employers; with high numbers not having the appropriate qualifications or poor basic skills</p>	<ul style="list-style-type: none"> <li>▪ Improve the basic skills levels of adult learners, specifically those workers within public sector organisations</li> <li>▪ Develop a local workforce with the right skills base for the economy</li> </ul>
<p>Employers face recruitment difficulties amongst the low skilled and school leavers. They continue to report that significant numbers of young people lack work-readiness and appropriate attitudes to work.</p>	<ul style="list-style-type: none"> <li>▪ Increase the number and range of skilled workers available to local employers by supporting the economically inactive and under-represented groups to join the workforce</li> <li>▪ Reduce % of 16-18 year olds not in education, employment &amp; training</li> </ul>
<p>The County's employment base offers few graduate positions. Attracting more graduate jobs to the County will be helped by the establishment of a Higher Education (HE) Institution and/or further HE opportunities delivered through Further Education.</p>	<ul style="list-style-type: none"> <li>▪ Greater range of Higher Education opportunities to meet employer needs. This outcome will contribute to the attraction of new employers to the County with graduate positions which in turn will encourage local graduates to remain in the County for work.</li> </ul>
<p><b>Governance</b></p>	
<p>Local service providers are still not integrated enough around the needs of the customer, or sufficiently customer-centred. This creates barriers to access, weakens customer service, and drains resources from front-line delivery.</p>	<ul style="list-style-type: none"> <li>▪ Local people involved in influencing design and delivery of public and voluntary services, that address their local priority and support community cohesion</li> <li>▪ Children's Centres linked to extended schools opened</li> <li>▪ Access to services and facilities improved for those without private transport</li> </ul>

Issues identified by the Sustainable Community Strategy	Relevant outcomes to be delivered by the Local Area Agreement
	<ul style="list-style-type: none"> <li>▪ Improved access to non-urgent advice and service from emergency services and community safety practitioners</li> <li>▪ Improved access to services in rural areas, where transport is not an option</li> <li>▪ Improving access to services for hard to reach and hear groups</li> <li>▪ access to health services provided by a skilled, respectful and sustainable workforce</li> <li>▪ older people who want to stay independent receive the support they need to do so from a skilled, respectful and sustainable workforce</li> <li>▪ Integrated support for those older people with complex needs</li> </ul>
Voting levels and public satisfaction with public services are reasonable by national standards, but nevertheless lower than desirable to support social capital in the County.	Local people involved in influencing design and delivery of public and voluntary services, that address their local priority and support community cohesion
<b>Future Investment</b>	
The Regional Spatial Strategy directs most development and associated infrastructure investment to 21 'Strategically Significant Cities and Towns' (SSCT's) which include Chippenham, Trowbridge and Salisbury over the next few decades. There is a danger that the vitality and self-containment of Wiltshire's towns and villages will be affected by infrastructure investment being disproportionately focused on the larger settlements like Bristol, Bath and Swindon, at a time when Wiltshire is still trying to catch up with the effects of high levels of population growth in recent decades.	<ul style="list-style-type: none"> <li>▪ Better understanding of the sustainable development and enterprise needs of Wiltshire SSC&amp;T and other market towns</li> <li>▪ An effective Investment Service for Wiltshire</li> </ul>
Improving activities and facilities for teenagers	<ul style="list-style-type: none"> <li>▪ Halt rising trend of obesity in population (increase physical activity)</li> <li>▪ Local people involved in influencing design and delivery of public and voluntary services that address their local priority and support community cohesion</li> <li>▪ A developed sense of place</li> <li>▪ Community cohesion built through bringing people together to address environmental issues</li> <li>▪ A range of community groups established to deliver sport and physical activity projects in each local authority area</li> <li>▪ Extended services in and around schools</li> <li>▪ A robust volunteering sector which promotes a wide range of opportunities is in place</li> </ul>