

“Creating a County Fit for our Children”

A STRATEGY FOR WILTSHIRE

2004-2014

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Introduction

The Wiltshire Strategic Board is pleased to present its strategy to make Wiltshire ‘a County fit for our children’.

Government legislation placed upon Councils the duty to promote the ‘social, economic and environmental well being’ of the areas they serve. The government has encouraged Councils to establish local strategic partnerships (LSPs) to enable them to pursue this duty, and encouraged them to describe the measures they will take in ‘community strategies’. The Wiltshire Strategic Board is the county’s Local Strategic Partnership (LSP), and this plan is our community strategy. We have called it a Strategy for Wiltshire in order to avoid confusion with more local plans in the county. Further information about the Board’s work is provided in its annual report.

The Board held its first conference in 2002. That conference endorsed the Board’s vision for Wiltshire’s future as ‘a County fit for our children’. This strategy, produced after the second conference in October 2003, describes what that would mean in terms of the ‘social, economic and environmental well-being’ of the County.

The strategy is intended to be a flexible document. The Board will review its progress annually and will review the full strategy after three years, consulting widely.

Working in Partnership in Wiltshire

The conference in 2002 identified ten key principles which should guide working in partnership in Wiltshire, viz.:

- If common ground can be found, anything can be achieved.
- Everyone needs ‘to leave their hat outside the room’ to promote a common agenda.
- Integration is more important than working in isolation.
- Work together and pool resources on core and on non-core business.
- Do what you’ve promised to do and deliver on your promises.
- Take the time to explore people’s hopes, dreams and wishes.
- Better to take 10 themes over 10 years than to take 100 and achieve not much.
- Shared ownership of the outcome.
- Don’t accept entrenched positions – gain trust.
- People can be people first. We can be ourselves.

The ‘social, economic and environmental well-being’ of Wiltshire covers a wide range of issues and activities. Many organisations and individuals, both within and outside the county, have contributions to make.

The Strategic Board has adopted a conceptual model to draw together these issues, and activities, so that we can identify priorities and co-ordinate action. The model uses **eight policy themes**: Social Care and Health; Countryside and Land-based issues; Housing and the Built Environment; Economy; Transport; Crime and Community Protection; Education, Skills and Learning; and Culture. Within these eight themes, the Board has identified four issues which are not currently receiving enough attention. These are Public Health, Waste Minimisation, Adult Basic Skills, and “Street Scene” – the quality of our streets and our street life.

The Strategy also describes two themes which run through everything which the Board is working to achieve. The first concerns **access to public services** in Wiltshire, and the application of technology to improve customer care. The second concerns **Governance**, the relationship between public organisations and the people they serve in Wiltshire.

This Strategy analyses the issues concerning these themes; it describes the actions and long-term goals of the Board itself and the organisations and partnerships represented on the Board, in relation to the themes.

Although the Strategy refers to the whole of Wiltshire (except Swindon), action to implement the Strategy can be taken at many levels, including the regional, county, district, community area, and town, village and neighbourhood. At the regional level, relationships with the Government Office for the South West, the South West Regional Development Agency, and the South West Regional Assembly will affect our ability in Wiltshire to achieve what we want for the County. At the level of the County itself, relations with neighbouring authorities are important, particularly relations with Swindon. Several of the organisations and partnerships on the Board cover Swindon as well as Wiltshire.

At these geographical levels, work across the eight policy themes is drawn together by **integrative** partnership (e.g. the Wiltshire Strategic Board, District local strategic partnerships (LSP's), community area partnerships). These partnerships must work together to shared broad objectives, avoiding duplication.

Although the Strategic Board is producing a "Strategy for Wiltshire", in reality it is this whole, interconnected structure of themes and five geographical levels that constitutes the County's full community strategy. The Board accepts the principle of subsidiarity such that the action taken at each geographical level reflects what is best done at that level. The Strategy is intended to act as a catalyst for local action. By no means everything has to be done at the County level.

The Strategy will act as **an open invitation** to all organisations, community and voluntary groups, parish and town councils, community area planning partnerships, district local strategic partnerships, private businesses, families and individuals of all ages to suggest ways in which the chosen issues and challenges can be addressed, and to develop, undertake and test projects and initiatives themselves. Many of the issues can only be solved if people change their lifestyles, and this will require commitment and leadership by example.

The Board wishes to be at the heart of a wider network of activity (influencing, supporting, facilitating, resourcing) to address the structural and strategic issues affecting the quality of life in Wiltshire. It has sought to inspire a much wider range of organisations and representatives to experience and adopt new ways of developing shared objectives and partnership practice through its annual conference, involving strategic conversations, and 'open space' techniques. The Strategic Board recognises that it does not have a monopoly of wisdom on solutions, nor can it undertake all the required actions itself.

Challenges and Opportunities facing the County: What is Changing Wiltshire?

This plan is based upon the Wiltshire Strategic Analysis which the Board prepared in 2002. The analysis was circulated to all those who attended the Board's conference in October 2002, and its conclusions were endorsed. (Copies available on www.intelligencenetwork.org.uk (library tab)) Some of the most important changes in Wiltshire which were identified in the Strategic Analysis and subsequent discussions, are summarised below:

- 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.
- Increased car ownership and use – less reliance on local community for work, shopping and social life; more traffic congestion; more individualised and dispersed lifestyles/ social networks; pressure on public transport which, especially in rural areas, cannot match flexibility of private car; a factor in loss of village shops.
- Aging population – capacity issues for social and health care, and for supported accommodation; growth in single person elderly households; increasing levels of dependency due to increased longevity; escalating costs of care; organisational challenges associated with increased integration between social and health care services.

- Increasing importance of regional bodies and strategies leading to a weakening of county and district roles; fewer people standing for parish council elections.
- Attractiveness of Wiltshire to in-migration, particularly from London and the adjoining South East region, as well as Bristol/Bath; continuing growth in outcommuting to surrounding towns and cities which enjoy high rates of job creation.
- Current pressure on district general hospitals and Primary Care Trusts.
- The future expansion and role of Swindon as a business, learning and residential location – the town has a major impact on business, housing demand and transport in the northern half of Wiltshire. The University of Bath in Swindon will grow. The proximity of the area to Heathrow (where the fifth terminal will increase passenger levels by 40%), the M4 and the Great Western railway line will continue to generate further development pressure. Regional Planning Guidance focuses future growth on Swindon.
- High levels of economic participation – resulting 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; impacts on family life and routines including an increased usage of child care facilities; increasing recruitment problems for some jobs.
- Towns and villages lack affordable housing – hard for young people to stay in their communities without remaining in their parental homes; associated difficulty in recruiting people to certain, especially lower paid, jobs.
- 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, etc. These pressures will affect structure of industry in Wiltshire, and consequently the appearance and quality of the landscape. Other factors include the impact of developments in biotechnology, climate change, and the growing demand for renewable energy from biofuel crops and wind turbines.
- Continuing Military restructuring with consolidation in the south of the county (e.g. Project Allenby), and relocation or dispersal in the north (e.g. planned closure of RAF Lyneham).
- Ever increasing consumer sophistication and international marketing will focus much consumer spending on nearby urban areas that are outside the county, 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.
- Globalisation – reducing the local roots of businesses in local communities e.g. manufacturers moving to lower cost areas in the world, or foreign manufacturers outcompeting those which stay in the UK. Nationally, a high percent of GDP is produced by foreign or internationally-owned companies. 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.
- The weakening of locality – the increased mobility of people for work, leisure and social life, coupled with television, the Internet, e-mail, and 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.

The Action We Will Take

The Board and its partners have set a wide range of goals and targets in order to move towards the vision of 'a County fit for our children'. The Strategy is concerned to make Wiltshire a better place for **all** its residents, and visitors, both now and in the future.

This Strategy represents the first attempt by all the organisations and partnerships represented on the Board, to bring together our goals and targets to improve every aspect of life in Wiltshire, to make it "a County fit for our children". The goals and targets described here are drawn from other relevant plans and strategies. The preparation of the Wiltshire Strategy has highlighted some themes

where we need to be clearer about what we want to achieve, and how we will achieve it. It has also highlighted some themes where current arrangements for working together are possibly confusing and/or inadequate. The Board will encourage relevant organisations and partnerships to work together during the next year to sharpen our goals and targets where necessary, and to review arrangements for partnerships and lead responsibilities.

Recognising the diversity within the County, and the importance of equity in public services, the Board has invited an inter-agency group, the Wiltshire Social Inclusion Partnership, to advise it about the impact of policies across all these themes upon the objective of achieving greater social inclusion in Wiltshire.

The County Council and other partners on the Board have signed a local Public Service Agreement (LPSA) with the government, whereby they commit themselves to ambitious targets in 2004/05 in return for performance-related grant and other assistance. LPSA targets are indicated in the following action below.

1. Social Care & Health



The Social Care and Health Context

- 80-84 year old numbers will increase by 2016 by 22% (2,225 extra people); 85-89 year olds numbers will increase by 28% (1,675 people); and 90+ year old numbers by 16% (500 people)
- Total numbers in nursing and residential care establishments in Wiltshire fell according to the Census by almost a quarter from 3,500 in 1991 to 2,700 in 2001
- Approximately 1,600 older people are supported by the local authority in residential care over the course of a year. At any one time about 550 are in receipt of the service. 5,200, mostly older, people are supported in their own homes. 1,140 people with learning disability are in receipt of local authority services
- 7,000 people (2% of adults) in 2001 Census provided over 50 hours unpaid care a week
- Female life expectancy in Wiltshire is 81.0 years and male life expectancy is 76.7 years
- Among children under 1 year old, Wiltshire has a rate of 5.0 deaths per 1,000 live births, compared to a rate of 5.6 deaths per 1,000 live births for England as a whole
- 25% of men and 13% of women in Wiltshire drink above recommended safe levels of alcohol
- Wiltshire has a SMR* for road traffic accidents of 121 (see note below)

The most common causes of death in Wiltshire:	SMR*	Average per year (1999 and 2001)
Coronary heart disease	= 91.1	866
Stroke	= 91.8	476
All cancers	= 87.4	1,032
(of which: lung cancer	= 71.3	176
colorectal cancer	= 97.1	124
breast cancer (f)	= 100.9	101
prostate cancer (m)	= 97.4	79

* SMR = A Standardised Mortality Ratio provides a single summary measure of a community's mortality, taking account of the age and sex structure of its population. The SMR of England and Wales is 100, and areas with a SMR greater than 100 have more deaths than would be expected, and those with a SMR less than 100 have fewer deaths.

The lead organisations/partnership: PCTs & County Council and District Councils, with voluntary sector

The key targets & objectives:

- The Wiltshire Strategic Board has chosen to champion a project on making Wiltshire the healthiest County in which to live by 2012
- To reduce the incidence of preventable illness, and to encourage people to adopt more active lifestyles
- To provide health and social care services which are integrated, timely and easy to access
- To meet the needs of the growing numbers of elderly and very elderly people

Adults:

- To further integrate social care and health services in Wiltshire by introducing a 'single assessment process' (April 2004), integrated community equipment services using pooled budgets (April 2004) & integrated 'Intermediate Care' pooled funded schemes (January 2004 for West Wiltshire and Salisbury PCT areas, with Kennet and the North Wiltshire area being the subject of further negotiation.)
- By 2005, 50 more disabled people and carers as new claimants, will be helped to live independently by receiving personal funding so they can choose their own support services, against a baseline figure of 67 in March 2001 (LPSA target)
- 100 fewer residents will be on waiting lists for residential and nursing home care (2000/01 baseline figure was 156) by 2005/06
- 607 additional problem drug misusers to receive treatment by 2005 (2000/01 baseline: 118) (LPSA target)
- To contribute to the national target to reduce death rates from coronary heart disease and stroke in people under 75 by at least two-fifths by 2010
- To reduce by at least 10% the gap between the fifth of areas with the lowest life expectancy at birth and the Wiltshire population as a whole by 2010
- To contribute to the national target to reduce the death rate from accidents by at least a fifth, and serious injury by at least a tenth by 2010
- The Government's plan for sport, Game Plan, has set a target that 70% of the population will be regularly active by 2020
- To improve access to services, including Accident & Emergency, GP and in/out – patient waiting times

Child care:

- To identify vulnerable children and young people, and help them receive the social care, health, education and other services that will be most effective and efficient in meeting their needs. Ensure that there is the right mix and targeting of services so that available provision contributes to combating vulnerability and reducing its impact
- Maintain 100% of children on the Child Protection Register have an allocated Social Worker
- 80% of initial assessments completed within 7 working days (2005/06) (2002/03: 60%)
85% of core assessments completed in 35 days (2005/06) (2002/03: 75%)
- Maintain numbers of children 'looked after' by the local authority at 29 per 10,000 children
- Our looked after children will have better life chances, reflected in improved GCSE attainment (24.3% with 5 GCSEs at grade A*-C and 33% reduction in offending by 2004/05 (LPSA target))

2. Countryside & Land-based issues



The Countryside and Land-Based Issues Context

- In 2001 there were 45% fewer post offices and some 60% fewer general food shops in villages than there were in 1976
- 25% of primary schools have fewer than 90 pupils
- Wiltshire has 351 villages and hamlets, including 189 with 250 or fewer residents
- 5 wards in Wiltshire featured in the top 5% most deprived wards in England in terms of geographical access to services – Mid Wyllye Valley, Chalke Valley, Bedwyn, Knoyle and Shalbourne – Index of Deprivation 2000
- About 82% of the county was farmed in 1999, by approximately 3,300 farm holdings
- Wiltshire has a higher proportion (6.5%) of its land farmed in larger units (300+ hectares) compared with the rest of the South West (1.7%). In 1999, 214 larger holdings farmed 41% of the agricultural area
- About 43% of the county lies within an area of outstanding natural beauty (AONB)
- 136 Sites of Special Scientific Interest cover 8% of the county. 11 of these sites are considered to be of European importance.
- Wiltshire holds over 50% of the UK's resource of flower rich chalk grassland. Salisbury Plain is the largest area of chalk grassland in NW Europe (over 41% of the total)
- Salisbury Plain military training area covers about 10% of the area of the county
- In 2002/03 20.2% of household waste was recycled in Wiltshire, including 5.6% which was composted. 80% of waste was sent to landfill. Household waste is continuing to grow by between 4 and 5% a year. This is above the national and regional averages. If the 4 to 5% average increase in waste continues, it is estimated that the county's landfill sites could all be filled within 10-12 years.

The lead organisation/partnerships: Rural Regeneration Partnership, Biodiversity Action Plan Forum, Wiltshire Waste Forum

The key targets & objectives:

- To maintain and improve rural access to goods and services
- To maintain a working, attractive and wildlife rich, countryside
- To adopt a concerted approach to addressing dispersed poverty in rural areas
- To reduce the amount of waste generated, increasing recycling levels and minimising waste disposal to landfill. The amounts recycled and composted will be increased to 27.5% in 2004/05, with further improvements later. The Wiltshire Strategic Board has chosen to champion a project to make Wiltshire the most waste efficient county by 2012, and in particular to reduce the amount of waste entering the waste stream (waste minimisation).
- To explore the potential of setting up a network of integrated village service centres in the larger villages, incorporating mobile facilities where appropriate
- To secure higher quality provision, and increased availability, of facilities and services in rural areas
- To tackle social and economic exclusion in rural areas
- To help create the right conditions for attracting rural enterprise and assisting it to grow and be sustainable in the rural areas of Wiltshire and Swindon
- To train, retrain and develop individuals in rural areas to maximise their potential contribution to sustainable rural communities
- To achieve 25% of the targets in the Wiltshire Biodiversity Action Plan (BAP) by 2010, which is published by the Wiltshire BAP Forum, a partnership of all the local authorities, conservation organisations and government agencies working in the county. It contains a series of actions and targets for 9 different habitat types in Wiltshire
- To take steps to ensure that county wildlife sites are kept in good condition

- To assist in maintaining farming's profitability in order to produce quality food and maintain and restore Wiltshire's characteristic landscape
- To assess and take appropriate action in relation to the impact of climate change on Wiltshire, both by adjusting to the changes that are already underway, and by minimising our collective contribution to the future global situation

3. Housing & The Built Environment



The Housing and Built Environment Context

- 40% of full time employees in Wiltshire earned less than £18,200 a year at April 2002, when the average cost of a terraced house was £110,000 (i.e. 6 x their annual salary). Normal mortgage lending criteria allows one to borrow 3.5 times one's annual income.
- In 2001 there were 176,655 households in the county, of which:
 - 126,382 were owned outright or with a mortgage (71.5%)
 - 7,600 rented from the Council (4.3%)
 - 17,716 rented from a housing association, or registered social landlord (10%)
 - 13,904 rented from a private landlord, or letting agency (7.8%)
 - 10,228 rented from 'other' landlords, about half linked to the Armed Forces (5.7%)
- Between 2001 and 2011 the rural share of housebuilding is expected to be about 15% of the total, or about 500 houses a year; this represents a fall from the rate between 1978 and 1991 (20%)
- In 2002 there were 40,695 people living in households where at least one person was in receipt of Housing Benefit, or Council Tax rebate, i.e. 9.4% of the population
- In nearly 20% of Wiltshire wards, at least one quarter of children are living in poverty. The worse affected wards for both the Income Domain and the Child Poverty Index of the National Indices of Deprivation 2000 were: Bemerton (Salisbury), Westbury with Storridge, Warminster West, John of Gaunt (Trowbridge) and Amesbury
- The Wiltshire and Swindon Structure Plan Review 2016, deposit draft alteration, includes a net total housing increase of 34,000 dwellings in Wiltshire between 1996-2016, of which 22,400 remained to be built at April 2002
- The need for more affordable housing is a recurrent theme of community plans
- Community plans also call for action on vandalism, graffiti, anti-social behaviour, use of drugs, street drinking, and fear of crime

The lead organisation/partnership: District Councils, in association with the Wiltshire Rural Housing Partnership, and the Supporting People Partnership

The key targets & objectives:

- The Wiltshire Strategic Board has chosen to champion a project to improve Wiltshire's street and lane scene
- To increase the supply of affordable housing, in its widest sense
- To ensure 50% of new homes are built on previously developed land
- To ensure that housing is provided within the context of sustainable communities
- To make maximum use of existing stock, including empty properties
- To bring the homes of people living in social housing and vulnerable people living in the private sector to a decent standard by 2010
- To reduce homelessness and the use of Bed and Breakfast accommodation
- To integrate the scale, design and layout of new development into existing settlements in a way that enhances rather than damages the essential character and scale of particular Wiltshire towns and villages

4. The Wiltshire Economy



The Economic Context

- | | | |
|--|---------|---------|
| • Employment Structure in 2001 | | |
| - public administration, education and health | 44,500 | (25%) |
| - distribution, hotels, restaurants | 44,000 | (24.8%) |
| - banking, finance and insurance, etc. | 36,500 | (20.6%) |
| - manufacturing | 27,600 | (15.5%) |
| - construction | 8,800 | (5.0%) |
| - other services | 7,700 | (4.2%) |
| - transport and communications | 7,300 | (4.1%) |
| - agriculture (<i>this is probably an underestimate</i>) | 900 | (0.5%) |
| - energy and water | 500 | (0.3%) |
| | 177,600 | |
- Employment in manufacturing has declined from being 20% of employment in 1998 to being 15.5% in 2001
 - 12.1% of workforce is self-employed
 - In 2000 there were 17,821 VAT registered businesses operating in Wiltshire, 97% of which employed fewer than 50 people, and 69% of which employed less than 5 people
 - Only 101 companies (0.6%) employed 200 or more people in 2001, but collectively these firms employed 26.5% of Wiltshire's employees.
 - Unemployment rates have stabilised at around 1.1% (2,790 people in June 2003)

The lead organisation/partnership: Wiltshire & Swindon Economic Partnership

The key targets & objectives:

- To ensure the right conditions prevail to raise productivity through innovation and sustainable development enabling increased investment in jobs and services to improve quality of life
- To develop a skilled, motivated and adaptable workforce able to meet current and future business needs
- To bring about additional benefits to Wiltshire and Swindon through partnership working
- To make the following **sectors** the priority for development:
 - Advanced Technologies
 - Business Services
 - Food and Drink
 - ICT and Creative Industries
 - Agriculture & Land Based Industries
 - Tourism, Leisure & Hospitality
- Specific **geographic priorities**:
 - Swindon Urban Area and the City of Salisbury
 - Priority Market Towns
 - Deprived wards in worst 10% for each index of social deprivation in Wiltshire and Swindon
 - Communities heavily influenced by the MoD and armed forces – Leader+ area, Lyneham and Chilmark
 - Salisbury Research Triangle
 - A36, A303, A350
 - Strategic rail routes and station provision, as well as rail routes to Swindon

- A recurrent demand through the community planning process is the wish for a greater variety and choice of shops in towns and villages

5. Transport



The Transport Context

- Numbers of cars in Wiltshire has grown from 125,250 in 1981 to 240,375 in 2001. A 92% increase in 20 years
- Just 16% of households have no car (compared with 27% nationally) in 2001
- If all the new households formed up to 2016 acquired cars at the same rate as existing households there would be another 38,500 cars on Wiltshire's roads
- Travel to work modes in 2001–
 - 60.5% drive car (55% nationally)
 - 6.0% are passengers in a car (6.1% nationally)
 - 12.2% walk (10% nationally)
 - 11.1% work mainly at, or from home (9.1% nationally)
 - 2.8% use the bus (7.5% nationally)
 - 3.6% cycle to work (2.8% nationally)
 - 1.7 % use the train (4.2% nationally)
 - 1.2% ride a motorcycle to work (1.1% nationally)
- The community planning process has confirmed that the public are concerned about reducing the speed and volume of traffic in the county's towns and villages
- Community planning process shows that people want improved public transport and lower fares
- Total funding (all sources, majority is revenue) devoted to supporting public transport in Wiltshire 1997/8 £1.38 m ; 2001-02 = £4.09m

The lead organisation/partnership: County & District Councils, in association with the Wiltshire Rural Transport Partnership and Road Safety Partnerships

The key targets & objectives:

Countywide

- To improve access to goods, services and employment opportunities for all sections of the community, particularly those living in rural areas
- To respond to the continuing growth in car ownership, and inappropriate use, by improving choice for local trips
- To improve safety for all travellers and to reduce the number of people killed or seriously injured on Wiltshire's roads by 40% by 2010
- To reduce the real and perceived threats of road traffic speed in towns and villages
- To reduce the proportion of the principal ('A') road network requiring significant maintenance to just 5% in 2005/06 (this percentage was 6.5% in 2002/03)
- To achieve a 15% reduction in potholes reported in 2005, compared to 2000
- To maintain an integrated and efficient public transport network
- To provide greater access to demand responsive bus services across the county
- To improve facilities for cyclists and pedestrians, particularly in urban areas
- To encourage 80% of schools to have 'school travel plans' by March 2004
- To encourage businesses to adopt effective Workplace Travel Plans

Salisbury Transport Plan

- To reduce the volume of traffic entering the town by 11% in 2011, compared with 1999
- To increase cycling and pedestrian flows to/from the city centre by 50% in 2010 compared with 2001
- To improve access for shoppers by increasing the number of Park & Ride sites and reducing long-stay public off-street central spaces by at least 50% by 2010

Western Wiltshire Sustainable Transport Study

- To limit the growth in traffic to 10% by 2011, compared to 1999
- To improve business confidence in the transport network and inward investment by reducing variations in A350 journey times to 10% by 2005

6. Crime & Community Protection



The Crime and Community Protection Context

Levels of recorded crime in Wiltshire in 2002-03 were:

• Burglaries of a dwelling	1,574	(8.9 per 1,000 population)
• Theft of, and from, a vehicle	2,925	(6.8 per 1,000 population)
• Violent crime	4,122	(9.4 per 1,000 population)
• Criminal damage	5,713	(13.4 per 1,000 population)
• Drug offences	582	(1.3 per 1,000 population)
• Theft and handling	6,317	(14.4 per 1,000 population)

The lead organisation/partnership: **Community Safety Partnerships, Wiltshire Constabulary and the Police Authority, County and District Councils, Youth Offending Service, Probation, Fire Authority and Brigade, Criminal Justice Board, Drug & Alcohol Action Team, Primary Care Trusts**

The key targets & objectives:

Make Wiltshire a place which is both safe and felt to be so by residents

Community Protection

- To reduce anti social and nuisance behaviour
- To reduce death and injury on the roads using an evidence-led approach
- To engage with communities to promote cohesion and reassurance, and to reduce fear of crime
- To support and protect vulnerable persons, including victims of domestic violence, race and hate crime and young people as both victims and perpetrators of crime, and witnesses
- To reduce volume of street and drug and alcohol related crime, including repeat victims of crime
- To continue to implement specific requirements in dealing with dangerous offenders
- To increase access to treatment for drug misusers (607 additional problem misusers to receive treatment by 2005)
- To achieve a 33% reduction in rates of offending by looked after children
- To reduce the number of calls to accidental fires in dwellings (2002/03 actual = 15.65 per 10,000 population) and the number of deaths and injuries arising from accidental fires in dwellings (2002/03 actual = 0.81 deaths and 10.9 injuries per 100,000 population). These figures relate to Wiltshire and Swindon

- To raise the standard of home fire safety attitude, awareness and behaviour in the home and among children

Criminal Justice

- To increase the number of offences brought to justice, including offences committed by persistent and prolific offenders
- To ensure a consistently high standard of service, care, support and provision of information in respect of victims and witnesses throughout the Criminal Justice process, thereby increasing public confidence in reporting crime and attending court.
- To reduce the number of cases lost due to witness non-attendance/or refusal to co-operate, and cases of complainant declining to prosecute
- To reduce the number of cracked and ineffective trials by effective case management and the development and application of agreed procedures
- To increase the number of offenders brought to justice by increased awareness of the issues arising in cases of domestic violence and the powers available to the police for dealing with them
- To increase public confidence in the criminal justice system

7. Education, Skills and Learning



The Education, Skills and Learning Context

In 2001 Census, of those aged between 16-74:

No qualifications = 23.0%

Highest level attained –

Level 1 (1+ O'level passes or 1+CSE/GCSE any grades, NVQ level 1) : 18.4%

Level 2 (5+ O'level passes or 5+ GCSE's, grades A-C, NVQ level 2) : 23.3%

Level 3 (2+ O'levels, NVQ level 3, Advanced GNVQ) : 8.5%

Level 4/5 (first or higher degree, NVQ levels 4 and 5, HNC,HND) : 20.6%

Level unknown – 6.7%

The lead organisation/partnership: Schools, Colleges, County Council and Learning + Skills Council

The key targets & objectives:

To progressively raise current levels of attainment across the age ranges

- The Wiltshire Strategic Board has chosen to champion a project to improve adult basic skills in the county.
- To develop provision in childcare and early education, including provision of free part-time education for three to four year olds from April 2004. Also to provide prescribed ratios for leading teachers to provide support and training to groups of settings, and Area SEN Co-ordinators to assist in the early identification of educational difficulties
- To improve performance in literacy and numeracy at Key Stage 2, by implementation of the Primary Leadership Strategy, 77% of children to achieve level 4+ in English and 70% in Mathematics at key stage 2 in specific lower performing primary schools by 2005 (LPSA target)
- 75% to achieve level 5+ at Key Stage 3 in English, 79% in Mathematics, 75% in Science, and 71% in ICT at age 14 in our secondary schools
- To reduce the number of pupils attending independent special schools outside Wiltshire (by 15%), and those travelling more than 20 miles to special school
- To implement extended and flexible curriculum for 14-16 year olds, based on individual "pathways"

- To remodel the schools workforce, to free up teachers to focus on teaching. This will create a new career structure for classroom assistants, and will generate recruitment opportunities in local communities
- To improve the provision of services to children and young people at risk
- To undertake Strategic Area Reviews throughout Wiltshire with the following objectives:
 - To raise skill levels, particularly amongst those with basic or lower skills
 - To engage more young learners through targeted intervention and support
 - To raise the quality of provision for young people
 - To develop a coherent range of learning provision for young people
- 90% of young people to have taken part, by age 22, in a full time programme to equip them for entry into higher education or skilled employment by 2010
- To increase the number of 19 year olds achieving a qualification equivalent to level 2 by 31% (compared with 2004) by 2006
- To reduce by at least 40% the number of adults in the workforce without a level 2 or equivalent qualification by 2010
- To accredit Basic Skills achievements for 11,104 adults
- To support the further development of the University of Bath in Swindon, and the direct and indirect benefits that locally-based higher education can bring to Wiltshire

8. Culture



The Cultural Context

Access and Participation

- Many local communities have expressed a desire for a greater range of facilities and activities for young people. This is a recurrent message from community planning. It is also a complex demand to satisfy due to increased diversity of interests and tastes of young people. More generally, communities ask for improved cultural and leisure opportunities with sport, carnivals, events, performance space and cinemas as examples given
- Music and sport appear to be the most popular activities for Wiltshire's young people
- Many people would like to see a multiplex cinema in Western Wiltshire
- Local people say that more local facilities and local information would encourage their greater participation

Heritage and Culture

- The majority of local people believe that Wiltshire is a good place to live, is known for its history and many agree that it is a place where people have a strong sense of belonging
- 1 in 3 people do not think that it is a very vibrant or modern county
- 1 in 2 local people do not think that the heritage of Wiltshire is well promoted
- Most local people have no idea whether or not Wiltshire makes the most of its tourist potential
- Tourism not only contributes to sustaining rural and market town services, but also contributes to the overall image of the county as an attractive place in which to locate business

The lead organisation/partnership: **Wiltshire County Council, District Councils and Culture South West**

The key targets & objectives:

- To increase local people's access to, and participation in, Wiltshire's cultural activities and opportunities

- To keep Wiltshire's heritage, landscape, local diversity and distinctive character special
- To maximise the economic benefits of the cultural sector

Access and Participation

- To identify barriers to access and participation and issues of social inclusion, with particular regard to cultural activities in rural areas
- To support volunteering/voluntary action in the cultural sector
- To create greater range of facilities and activities for young people, matched by a sufficient number of skilled and trained adults to lead and support those activities and facilities
- To increase visits to libraries by 21% and hold live performances in libraries (2006)
- To make cultural links to the extended schools project for the increased community use of schools
- To review Wiltshire County Council's grants funding criteria

Heritage and Culture

- To strengthen links between the cultural sector and role of the arts in community regeneration by 2006
- To promote stewardship of local distinctiveness through the new Parish Charter
- To promote landscape conservation through CAP Reform opportunities
- To support improvements to the Stonehenge World Heritage Site by 2008
- To open a new Wiltshire and Swindon Record Office and Heritage Centre by 2007
- To develop countywide marketing of all arts, cultural, events, facilities and venues through single publication
- To map Wiltshire's creative industries
- To audit and support ICT and business skills development for local artists and craftspeople
- To support the development of a Wiltshire Crafts People's Guild
- To review and update Tourism Strategy

Better Access to Services, Making the Best Use of ICT and 'E-Government'



The lead organisation/partnership: The Wiltshire & Swindon E-Government Partnership

The key targets & objectives:

- To enable people and communities to access public information, services and decision-making at a time and place that is convenient to them, resulting in a seamless, prompt, easy to use, consistent, secure and reliable service
- To facilitate the creation of integrated solutions to customers' needs and expectations, as well as improving the cost efficient and effective use of all public sector resources
- To ensure every citizen can access public information, services and decision-making in our area regardless of their individual economic status, disability, ethnic origin, age, gender or location
- To promote the ability of all members of our Community and Organisations to fully take advantage of the E-Government revolution, by making available education and training in order to generate the skills and confidence to access information, decisions and services
- To lead the further development of local democracy by using Information Technology to improve the opportunity for the participation in and the influencing of the local democratic decision making process

- To work together in order to secure the resources to implement the agreed joint objectives of our E-Government Vision and Strategy.
- 82% of premises to be covered by broadband by November 2006
- 20% of premises that have access to broadband to be signed up to a service by November 2006
- A longer term vision of all Wiltshire residents being no more than 5 miles from some form of free public facility to access local services
- A recurrent theme in community plans relates to improving access to local information (community websites, newsletters), and access to ICT/Broadband facilities and the training to use them



Good Governance, Community Involvement

The lead organisation/partnership: County, District and local (Town/Parish) Councils, local strategic partnerships, Wiltshire Assembly of Youth

The key targets & objectives:

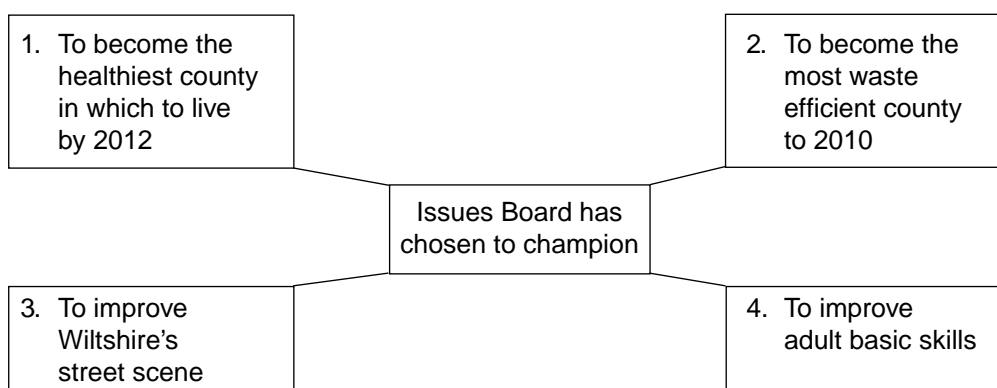
- To increase civic participation among all Wiltshire citizens, particularly younger people
- To increase local people's involvement in shaping the future of their communities
- 10% increase in the numbers of young people involved in and satisfied with designated activities, and a 5% increase in the number of 17-year-olds registered to vote
- To establish community planning partnerships and publish community plans in all twenty community areas by 2005

Issues the Board will Champion

The Strategic Board wants the Wiltshire Community Strategy to identify all the major strategic issues facing the county, but as a partnership, it will have to focus its effort if it is to make a difference.

For this reason the Board has decided that it needs to champion four issues over the next few years. In choosing these issues the Board has not attempted to grade all the strategic issues according to impact or severity, but has rather chosen issues where there is known public concern and where the results of these projects will be visible to all Wiltshire residents. An additional reason was that there was interest and energy from particular Board members to drive these particular initiatives forward.

The Board has chosen the following issues to champion:



a) To become the healthiest county in England in which to live by 2012

- Phase I – By March 2004
To agree a definition of health, in consultation with the public, and to use this definition to determine Wiltshire's position in comparison with other counties by reference to preventable illnesses, life expectancy/quality of life, and the social, environmental and economic factors which impact on health. Also, to form a public health group to take forward this project, with the Primary Care Trusts' public health specialists as the nucleus.
- Phase II – by June 2004
To develop an action plan, building on the research and influencing Primary Care Trust Local Development Plans (formerly Health Improvement Plans (HIMPs)) for agreement by WiSB.
- Phase III – by June 2005
Implementing the first actions.

b) To become the most waste efficient county in England in 2010

- To adopt the vision of a more waste efficient county, based on a commitment to reduction of waste at source, and work to stop the annual *increase* in waste produced per household by 2007
- To continue to support the development of the municipal (household) waste reduction programme, including long-term identification of funding
- To lobby at national level for waste reduction to be integrated into recycling targets, including a proposal for Wiltshire to pilot this approach
- To work together in implementing partners' own internal waste reduction programmes, as well as developing a high profile countywide programme of action on commercial and construction waste
- To set up a waste working group to oversee implementation of the programme of action

c) To improve Wiltshire's street scene

- To improve the attractiveness, safety, cleanliness, and usability of Wiltshire's street and lane scene, by:-
 - (i) commissioning work to reduce duplication and harmonise standards with respect to grounds maintenance and cleansing, including grass cutting, leaves, weeds, litter, flyposting and detritus
 - (ii) agreeing a co-ordinated approach to the management of abandoned vehicles
 - (iii) undertaking an audit of the street scene in Wiltshire's towns, and to identify priority locations for improvement schemes with respect to street furniture, signage, street lighting, quality of pavements and road surfaces, etc.
 - (iv) carrying out a feasibility study on the financial viability of decriminalised parking enforcement in the Kennet and North Wiltshire and West Wiltshire district areas.
 - (v) establishing a base line of the incidence of anti-social behaviour and street crime in the county
 - (vi) exploring ways to enhance the public's use and enjoyment of Wiltshire Street Scene by such things as promoting a café culture, market street entertainment and art, evening activities in town centres that appeal to a wide range of age groups, enabling more people to live in town centres, e.g. above shops, etc.
 - (vii) establishing a set of performance indicators to measure technical, financial, and public satisfaction improvements in relation to Wiltshire's street and lane scene.

d) To improve adult basic skills

- In Wiltshire, a relatively prosperous area with low unemployment, Basic Skills (reading, writing and numeracy) remains a serious, if hidden, problem – the Learning + Skills Council estimates that 78,000 adults in Wiltshire and Swindon have Basic Skills needs.
- Not only does this impact upon those individuals' self-esteem and wider contribution to society, it severely impacts on business performance, especially in the service sector where the skills associated with good Basic Skills are paramount.
- We need partners' involvement in determining how we might take this forward. Ideas already suggested include:
 - Develop a partners' "Basic Skills Compact" which would sign up employing organisations' targets for achieving Basic Skills outcomes within their workforce
 - Require employers within our supply chains to sign Basic Skills agreements to train their staff where this is required
 - Define how the services that we deliver can be better used to disseminate Basic Skills provision, or to attract Basic Skills learners.
 - Define what a Basic Skills partnership might look like, and how we can tackle this priority.

Conclusion

The Board itself will promote and support the actions described here in several ways:

- it will champion action to meet the four ambitious goals regarding health, waste-efficiency, 'street scene' and basic skills
- it will support other County partnerships by considering how all the members of the Board can contribute to meeting their goals and targets
- it will ensure that consultation and involvement of young people will be an integral part of the way that this Strategy for Wiltshire is further developed and implemented, and to work closely with the Wiltshire Assembly of Youth (WAY) to achieve this
- it will promote its Strategic Analysis of the challenges facing Wiltshire and the action described here to tackle those challenges
- it will actively encourage voluntary and community organisations, and parish and town councils to take local action, and develop and test new solutions, in support of the Community Strategy, and to identify priorities at the grassroots level and feed them into the process
- it will promote ways of working in partnership which meet the principles in this Strategy
- it will liaise with partnerships at District and Community area levels, to ensure that we work in a co-ordinated and effective way

The Board will be accountable,

- to its partners through its annual conference
- to the Wiltshire public through its annual report
- to its constituent organisations, through their members on the Board.

What Happens Next?

- A detailed action plan will be produced by the Board before the end of March 2004, detailing how the Board intends to progress the 4 issues it has chosen to champion.
- Progress on implementing the Community Strategy will be reported in the Board's Annual Report.

- It is acknowledged that the Strategic Board may, over time, need to adjust the level of its targets if the funding of its constituent bodies significantly alters, but the overall policy directions set out in this Strategy will continue to be pursued.
- A more detailed review of the Strategy will be done every three years, i.e. this will next happen in 2007.

Please contact David Maynard if you have any queries, or require further information, about the Wiltshire Strategic Board and the Strategy for Wiltshire. He can be contacted on 01225 713118 or by email at davidmaynard@wiltshire.gov.uk.

Appendix 1

Members of the Wiltshire Strategic Board

Mrs S Bowen, Chairman, West Wiltshire Primary Care Trust
Cllr AG Phillips OBE, Leader, West Wiltshire District Council
Mr PF Chalke CBE, Chairman, Wiltshire Strategic Board (Wiltshire County Council)
Mr J Cullum, Chairman, Wiltshire & Swindon Economic Partnership
Mr F Eggleton, Chairman, Wiltshire Association of Local Councils
Mr M E Jones, Chairman, Community First
Mr C Hoare, Board Chairman, National Probation Service Wiltshire Area
Mr B McGinity, Chairman, Learning + Skills Council Wiltshire and Swindon
Cllr Mrs Ruth Coleman, Leader, North Wiltshire District Council
Mr T Pape, Chairman, Wiltshire & Swindon Lifelong Learning Partnership
Mr V Prior, Chairman, South Wiltshire Primary Care Trust
Cllr C Hopgood, Chairman, Association of Wiltshire Towns
Cllr KC Wren, Leader, Salisbury District Council
Mr CP Humphries, Leader, Kennet District Council
Mr DJ Willmott CBE QFSM, Chairman Wiltshire & Swindon Combined Fire Authority
Mr HA Woolnough CBE, Chairman, Wiltshire Police Authority
Mrs G Wimble, Chairman, Wiltshire Wildlife Trust
Mrs P Read, Representative of Rural Regeneration Partnership
Mr T Boucher, Chairman, North Wilts & Kennet Primary Care Trust
Rev Ward Jones, Chairman, Wiltshire Churches Together

Glossary

Access	– A word describing how easy it is to get to services. In the case of disabled people, and parents with pushchairs, etc., it also describes how easy it is to move around a town or city, and get in and out of buildings.
Adult Basic Skills	– Refers to basic levels of skills attainment in literacy (writing, reading, speaking and listening) and numeracy (interpreting, calculating and communicating mathematical information). A third 'skill for life', that connected with computers (basic ICT skills), is increasingly being seen as important.
Affordable Housing	– Housing that is within the reach of lower paid people, and primarily involves rented housing that is retained specifically to meet the needs of such people. Sometimes described as social housing
Anti-social and Nuisance Behaviour	– This has been defined as any behaviour which causes alarm or distress, and which affects the quality of life of those not in the same household. This is a potentially vast category of behaviours which includes bullying and intimidation, excessive noisiness, fly-tipping and litter, graffiti, speeding, drug-dealing, etc.
Biodiversity	– The word used to refer to the variety of plants and animals in a geographical area.
Broadband	– Refers to ways of connecting computers via the Internet that enables large quantities of data to be sent or received rapidly, either via cable or wireless.
Built Environment	– Refers to all buildings, as well as other constructions like bridges and mobile phone masts, etc, and the layout, lighting and landscaping associated with them.
CAP Reform	– Reform of the European Union's Common Agricultural Policy. The trend is towards a reduction in direct production subsidies, and a greater role for the market and consumer demand. There is also an emphasis on linking payments to environmentally appropriate land management.
Capital	– Money that is used to purchase goods, buildings and roads, etc., that will last for years.
Child Protection Register	– Government requires Social Services Authorities (i.e. the County Council) to maintain a register of children who are considered to be most at risk of abuse or maltreatment. Placement on the register ensures that these children are given a higher level of supervision and protection.
Clarence	– A service whereby the public can report highways faults in Wiltshire like potholes, street lights out, or traffic lights not functioning, etc. The number is – 0800 232 23 23.
Climate Change	– Refers to the impact of human activity on weather patterns, and, in particular, to the effect of certain emissions, especially CO ₂ , in raising average temperatures (global warming).
Community	– A broad term that is loosely used to refer to the population of a town, village or neighbourhood, but can additionally be used to imply that some degree of interaction and sense of belonging bind that area together. This latter sense is sometimes referred to as 'community cohesion', and is particularly promoted in areas where racial, religious and other social tensions have manifest themselves.

Community Planning	– A broad process whereby the public are encouraged to identify ways in which local community life can be improved, and to set this out in a plan, which will then prompt local community projects, and influence the pattern of public services. This process is being focused, in the main, on the 20 community areas in Wiltshire.
Community Protection/Safety	– Actions which aim to tackle both the fear of crime, and situations which if unchecked, would lead to crimes being committed.
Community Strategy	– The Government's term for a comprehensive strategy covering a local authority area, arrived at with the widest possible involvement of local organisations and the public. We have called ours 'a Strategy for Wiltshire'.
Criminal Justice Board	– Local Criminal Justice Board's (LCJB's) officially came into being on 1 st April 2003. There is a local Board for each of the 42 criminal justice areas in England and Wales, of which the Wiltshire Board is one. It comprises the Chief Officers of:– Police, Crown Prosecution Service, Magistrates' and Crown Courts, the Youth Offending Team, Probation and Prison Service.
Demand – Responsive – Bus Service	– Responsive buses that you can phone for in advance and they will adapt their route to pick you up.
Domestic Violence	– Aggression and physical and emotional violence towards one's husband or wife, or partner.
Economic Participation	– Refers to those who are 'economically active' – that is, in full or part-time employment, self-employment, unemployed and seeking work, or temporarily unable to seek work due to illness.
E-government	– Refers to the drive to enable more and more Government services to be accessed via the Internet – e.g. forms filled in on-line.
Governance	– The collective impact of the various bodies that are given roles and authority in an area by national Government.
Heritage	– A general term for identifying, conserving and interpreting the best historic buildings, landscapes, industrial sites, etc.
Higher Education	– Refers to degree level, and above courses and research, usually provided through universities.
Household	– All those living in a separate housing unit, e.g. a house or flat. This can range from a person living alone, to a large family.
Housing Association	– Housing Associations are independent, not-for-profit organisations which provide homes for people in housing need, including those on low incomes and those who need specialist accommodation and support, such as the frail elderly or those with learning difficulties. They are now the country's major providers of new homes for rent. Many also run shared ownership schemes to help people who cannot afford to buy their own homes outright. West Wiltshire, North Wiltshire and Kennet District Councils have transferred their social housing stock to housing associations.
Housing Benefit	– State assistance to help with housing costs for those on a low income, administered by District Councils.
ICT Information and Communications Technologies	– Refers to a whole range of computer-based, satellite, and telecommunications methods of connecting people and sending data.
In-migration	– Those that move to Wiltshire from elsewhere.
Integrative Partnerships	– Partnerships whose primary aim is to bring all policies together for an area, and make sure that they are consistent and co-ordinated.

Intermediate Care	– Comprises the provision of health care, particularly by nurses but usually with medical cover provided by general practitioners, outside conventional hospitals either at home or in community settings such as community care centres or cottage hospitals.
Key Stages	– These are the parts of the National Curriculum that are designed for different age groups. Key Stage 1 is for 5-7 year olds, Key Stage 2 for 7-11 year olds, and Key Stage 3 for 12-13 year olds. At the end of each stage children are formally tested using National Curriculum Assessments to measure their progress. At the end of Key Stage 4 (14-16 year olds) pupils take GCSE's (General Certificates of Secondary Education).
Land-based Issues	– Connected with activities that use the land for their business, e.g. farming, forestry, horticulture, etc.
Landfill	– The practice of disposing of waste by burying it in holes in the ground e.g. old quarries.
Learning + Skills Council	– A national body responsible for funding and planning education (other than in universities) and skills training for over 16-year-olds in England. Established in April 2001, the Council operates through 47 local offices and a national office in Coventry. There is a local office for Wiltshire and Swindon.
Local Authorities	– In Wiltshire these are the County Council, the 4 District Councils, and over 250 Town and Parish Councils.
Local Distinctiveness	– Refers to features of local life, landscape, wildlife, buildings, etc. that are characteristic of the area.
Local Strategic Partnership (LSP)	– Government's term for an overarching partnership for an area. We have called our County partnership the Wiltshire Strategic Board (WiSB).
Looked After Children	– Those in the care of the local authority.
National Indices of Deprivation	– A standard set of factors used by Government, and others, to identify areas that are in most need.
Out-commuting	– Those that travel to work outside Wiltshire.
Parish Charter	– This document sets out the relationship between, particularly District Councils and the County Council, and Town and Parish Councils in Wiltshire, and describes what each can expect of the other. The Charter is currently (2004) being reviewed.
People's Voice	– A Panel of people in Wiltshire who have agreed to fill in questionnaires, and in some cases attend focus groups, to assist local organisations to find out the public views on various issues. There are also a Tomorrow's Voice (for young people), and a Carers Voice.
Primary Care Trust (PCT)	– A local body of the National Health Service, that, within a geographical area, has four core functions:- to improve the health of the population and reduce health inequalities; develop primary care (e.g. GP practice) based services; commission (or purchase) hospital and other health services; and provide community and rehabilitation based services. There are 3 PCT's covering Wiltshire – Kennet and North Wiltshire, West Wiltshire and South Wiltshire.
Principal Road Network	– Refers to the 'A' roads in Wiltshire. There are 570 kilometres of such roads.
Project Allenby	– A major project aimed at refurbishing and upgrading the garrison towns around the Plain.

Public Administration	– A statistical employment category which includes those working in local authorities (Councils), civil servants, public agencies, education, health and social care, and defence.
Public Service Agreement (PSA)	– Local PSAs between the Government and individual Councils are a mechanism whereby the Council can receive financial performance rewards if it meets specific, mutually agreed, challenging performance targets over a three year period. The Government may also give the Council specific ‘freedoms and flexibilities’ to help to meet the targets.
Regeneration	– Refers to a broad, co-ordinated process to improve the economic, social and environmental state of areas that are rundown, deprived and economically depressed.
Residential Care	– Refers to personal care provided in specialist homes where a number of residents will live in the same building. Nursing homes are similar, but are so called because the level of medical care required by residents is higher.
Revenue	– Money that is spent on salaries and goods on an annual basis.
Salisbury Research Triangle	– Refers to the area focussed on Boscombe and Porton Downs where biotechnology and other science and engineering research companies are being encouraged to set up.
Special Educational Needs (SEN)	– These refer to a wide range of problems and difficulties that mean that school pupils need assistance and support to fully benefit from educational opportunities.
Social Inclusion	– Refers to the identification, and reduction or removal of barriers – associated with income, education, disability, language, housing, etc. – which inhibits certain groups from full participation in society.
Strategic Area Review	– An on-going process being undertaken by the Learning + Skills Council in Wiltshire and Swindon to review existing post-16 education and learning provision in the county, and to seek opportunities to refocus this provision in line with local needs and strategic priorities.
Street Furniture	– Any feature that is legally located within streets including road signs, bollards, litterbins, planters, bill boards, seats, lamp stands, etc.
Street Scene	– Includes the built environment of tarmac, pavements, lighting, signs, seats, etc., but also the public’s uses of these spaces.
Structure Plan	– A legal document that sets out the broad distribution of future development (housing, new roads, land for employment, etc.) in Wiltshire and Swindon.
Sustainability	– A term which describes the extent to which we can go on living the way we do now without exhausting limited resources like coal, soil and water, or creating social divisions, and tensions.
VAT	– Value Added Tax a tax charged on a large range of goods and services, at the point of sale or invoice.
Ward	– An area represented by a District Councillor, or in some towns by more than one District Councillor. It is also used as a standard unit for presenting statistical information.

- Waste**
- The District Councils are responsible for the collection, and the County Council for the disposal, of ‘municipal waste’, the majority of which is ‘household waste’, i.e. that which originates from domestic homes, and is either collected directly from those homes, or is deposited by residents in recycling facilities, and at civic amenity sites. The ‘waste hierarchy’ refers to the fact that it is best to reduce the amount of waste generated in the first place, but if this is not possible, to seek to clean and immediately reuse some of it. Failing that, value should be recovered by recycling, composting or energy recovery from waste. Only that waste which cannot be handled in any of these ways should be disposed of in landfill.
- Well-being**
- A feeling that people experience when their area is a place they enjoy living in, and feel positive about.
- World Heritage Site**
- Avebury and Stonehenge together form a World Heritage site in Wiltshire. This designation indicates the global scale of their importance.
- Youth Offending Service (YOS)**
- Wiltshire’s Youth Offending Service was established in May 1999 following the introduction of the Crime and Disorder Act, which introduced new structures at national and local level to tackle youth offending. The team consists of a core staff seconded from partner organisations – police officers, social workers, education welfare officers, youth and community workers, probation officers and community psychiatric workers.