

## AGENDA

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**Meeting:** Overview and Scrutiny Management Committee  
**Place:** Council Chamber - Council Offices, Monkton Park, Chippenham, SN15 1ER  
**Date:** Tuesday 25 June 2013  
**Time:** 10.30 am

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Please direct any enquiries on this Agenda to Stuart Figini, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718376 or email [stuart.figini@wiltshire.gov.uk](mailto:stuart.figini@wiltshire.gov.uk)

Press enquiries to Communications on direct lines (01225) 713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

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### Membership:

Cllr Alan Hill	Cllr Jeff Osborn
Cllr Jon Hubbard	Cllr Mark Packard
Cllr Peter Hutton	Cllr Pip Ridout
Cllr Simon Killane (Chairman)	Cllr John Walsh
Cllr Gordon King	Cllr Bridget Wayman
Cllr Jacqui Lay	Cllr Roy While (Vice-Chairman)
Cllr Paul Oatway	

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### Substitutes:

Cllr Glenis Ansell	Cllr Helena McKeown
Cllr Ernie Clark	Cllr John Noeken
Cllr Brian Dalton	Cllr Helen Osborn
Cllr Stewart Dobson	Cllr Ricky Rogers
Cllr Mary Douglas	Cllr Ian Thorn
Cllr Russell Hawker	Cllr Philip Whalley
Cllr George Jeans	

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# PART I

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

1 **Apologies**

2 **Minutes of the Previous Meeting** (*Pages 1 - 12*)

To approve and sign the minutes of the meeting held on 23 May 2013.

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

### Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named above for any further clarification.

### Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named above no later than **5pm on 18 June 2013**. Please contact the officer named on the first page of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6 **Business Plan Scorecard Year End Report** (*Pages 13 - 36*)

The Management Committee receive the quarterly report, prepared for Cabinet, on progress against the targets set for the delivery of the Business Plan. This is the final quarter report for 2012/13.

The report will have gone to Cabinet on 18 June and the outcome of discussion will be reported to the Management Committee. Although after the event, the Committee still has the opportunity to comment on key areas for consideration

by the Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform.

**7 Review of the Business Plan (Pages 37 - 40)**

Members will be aware of the significance of the development of the Council's new Business Plan which forms the major policy framework document for the next 4 years. It contains the draft priorities of the Executive for adoption by full Council in September. As such, Overview and Scrutiny is consulted prior to submission to Cabinet on 23 July.

A copy of the draft Business Plan and a covering report from the Corporate Leadership Team is attached. The Leader of the Council has been invited to attend.

The Management Committee is asked to review the Plan's content and report its views to Cabinet. In discussing the process for review, the Children's Services Select Committee from its meeting on 6 June recommended the Management Committee to request each of the select committees to establish a rapid scrutiny exercise to review relevant sections of the draft Plan for report to Cabinet.

**8 Appointment to the Focus Group on the Review of the Constitution (Pages 41 - 42)**

The Standards Committee at its meeting held on 30 July, 2012 resolved to re-establish the Focus Group on the Constitution with the following membership:

A member from each political group on the Council  
Chairman of the Standards Committee  
2 co-opted non-voting members of the Standards Committee (to include one town and parish representative)  
A member of the Overview and Scrutiny Management Committee  
A member of the Audit Committee

A copy of the Terms of Reference can be found attached.

The work of the Focus Group is on-going and noting that the membership is to include representation from the Overview and Scrutiny Management Committee, the Committee is asked to appoint a member accordingly.

The Committee may wish to note that the previous scrutiny representative on the Task Group was Cllr Jonathon Seed.

**9 Forward Work Programme (Pages 43 - 48)**

The Management Committee is responsible for the co-ordination of the single work programme. It agreed the continuation of the legacy topics for scrutiny from the last Council as reported to the new Management Committee at its first meeting. These were also formally adopted by the select committees at

their recent round of meetings and will now be added to the work programme.

Action is underway to hold a series of meetings involving the chairs and vice-chairs of select committees with relevant Cabinet members, portfolio-holders and service directors to discuss service priorities and overview and scrutiny engagement. The outcome of these will recommend topics for the work programme.

The new Business Plan (see early item) will provide the main focus for future overview and scrutiny activities and it is clear from early discussion between leading councillors and seniors officers that an increased expectation will be placed on the overview and scrutiny function to undertake significant work at policy development and pre-decision stages, much of which will be co-ordinated through the new Executive Office and Transformation.

All Councillors have been consulted about providing information on their work and professional experience, areas of interest and availability to undertake overview and scrutiny activities. This also included expressions of interest to join the legacy task groups. This will then form a “database” from which chairs and vice-chairs of select committees can consult when making appointments.

Potential topics for scrutiny review identified from councillor induction as reported to the last meeting are being investigated at select committee level. Those that were seen as the direct responsibility of the Management Committee are the subject of the report attached.

## **Overview and Scrutiny Councillor Development**

### Centre for Public Scrutiny Annual Conference

A brief report is attached from the recent national conference. The Chairman and Vice-Chairman who attended will comment on the key messages.

### Ongoing Development

Feedback has been positive from the overview and scrutiny induction events. The next step identified was to deliver a session on the specific skills needed to operate effectively as a scrutiny member. Following initial discussion with an external provider, it is proposed to target the first session at the newly appointed chairs and vice-chairs of the select committees to help build “the team”. This would then be followed-up with roll-out targeted at the wider non-executive membership.

This proposal is currently being developed for consultation with the Chairman and Vice-Chairman of the Management Committee before submission to the Councillor Development Group with a delivery target of September (after the August recess).

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

11 **Date of next meeting**

The next meeting will take place at 10:30am on 23 September 2013 and will be held in the Council Chamber at Monkton Park, Chippenham.

## OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

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### **DRAFT MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 23 MAY 2013 AT COMMITTEE ROOMS A-C, MONKTON PARK, CHIPPENHAM.**

#### **Present:**

Cllr Alan Hill, Cllr Jon Hubbard, Cllr Simon Killane (Chairman), Cllr Gordon King, Cllr Jacqui Lay, Cllr Mark Packard, Cllr Pip Ridout, Cllr Bridget Wayman, Cllr Philip Whalley (Substitute) and Cllr Roy While (Vice Chairman)

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#### **90 Apologies**

Apologies were received from Councillors Peter Hutton, Paul Oatway and John Walsh.

Councillor Phillip Whalley replaced Councillor Peter Hutton for this meeting only.

#### **91 Election of Chairman**

Councillor Simon Killane was elected Chairman for the ensuing year.

#### **92 Election of Vice-Chairman**

Councillor Roy While was elected Vice-Chairman for the ensuing year.

#### **93 Minutes of the Previous Meeting**

The minutes of the previous meeting held on 11 April 2013 were approved and signed as a correct record.

#### **94 Declarations of Interest**

There were no declarations of interest received.

95 **Chairman's Announcements**

The Chairman welcomed everyone to the first meeting of the Management Committee since the Local Elections in May 2013.

96 **Public Participation**

There was no public participation.

97 **The Work of Overview and Scrutiny in the Previous Council**

The Management Committee considered the report of the Scrutiny Manager about the ongoing work recommended by the former Management Committee as part of the development of a work programme for the current Committee.

In addition the Committee were asked to reappoint councillors to Task Groups established for those topics listed in the report that were the direct responsibility of the Management Committee.

Members felt that it was essential for Chairman and Vice-Chairman of the Management Committee and Select Committees, along with support from the relevant Scrutiny Officer to undertake informal discussion meetings with Cabinet members, portfolio holders and Service Directors in order to gain common understanding and support over priorities in the work programme.

**Resolved:**

- 1) That the legacy topics listed in Appendix A to these minutes be agreed for inclusion in the Committee's work programme and the Select Committees be advised accordingly.
- 2) That those councillors who previously served on Budget Scrutiny, Campus and Operational Delivery, and Members in the Locality Task Groups continue to serve subject to their agreement;
- 3) That the chairman and vice-chairman of the Management Committee be authorised to name councillors to fill vacancies on the task groups detailed in the supplement to the report as appropriate;
- 4) That as a general exercise, to ask the Scrutiny Team to canvass all non-executive councillors over their desire to be involved in the Overview and Scrutiny function and to establish their specific interests;
- 5) That the select committees be advised of the Management Committee's endorsement to the inclusion of the ongoing work in the work programme and its approach to filling vacancies
- 6) That all Select Committees be directed to support early discussion with Cabinet members, portfolio-holders and service directors to gain a more



informed understanding about Executive priorities and report back on findings.

- 7) That the intention of the Council to review its Business Plan and the potential implications for Overview and Scrutiny's work programme be noted.
- 8) That any topics that may arise from the induction event on 16 May be considered under minute number 98 below.

#### **98 Scrutiny Induction Event - 16 May 2013**

The Committee received the report of the Scrutiny Manager about the recent Councillor Induction Event. The report summarised (i) those topics discussed; and (ii) those suggested for discussion and inclusion in the future Overview and Scrutiny work programme.

The Scrutiny Manager explained that the list of topics suggested at the Induction Event and detailed in the report would, if agreed by the Committee, be directed to the appropriate Select Committee/Management Committee for further investigation with a report back to the Management Committee recommending topics for review and inclusion in the O & S work programme.

Members noted that with the large number of topics suggested, it was very important for the Select Committees to consider a small number of topics to undertake in depth reviews on so that objectives could be achieved, value added and further involvement of backbench members.

The Committee heard from Dr Carlton Brand, Corporate Director, who encouraged members to consider including 'Increasing the public's trust in politicians and public engagement with local democracy' in the Management Committee's list of topics in the work programme. Generally the members were receptive to this suggestion however, it was noted that any review undertaken should be carried out at fairly promptly, not stray into the political environment, and carefully scoped.

#### **Resolved:**

- 1) That the outcomes of the Overview and Scrutiny Councillor Induction Event, detailed in the report, be noted.

- 2) That the topics suggested for consideration by Overview and Scrutiny in the new Council be considered and directed as appropriate to the individual Select Committees for initial investigation.
- 3) That the Select Committees be asked to report back to this Committee on any topics recommended for review and inclusion in the O&S work programme.
- 4) That Area Boards be informed of the Overview and Scrutiny Work Programme once it has been agreed.

#### 99 **Centre for Public Scrutiny - Annual Conference 2013**

The Scrutiny Manager reported that the Centre for Public Scrutiny was holding its annual conference at Local Government House, Westminster on 11 and 12 June 2013. A place had been booked for a Wiltshire Council representative to attend and additional places were currently still available. In the past Wiltshire Council had had both member and officer representation generally from those holding leading positions on the Management Committee. The Chairman explained that if he and the Vice-Chairman were nominated as representatives then they could attend on different days so that benefit of the conference could be maximised.

It was noted that the Centre for Public Scrutiny Conference 2013 would be the largest event dedicated to the latest developments in public policy, transparency, scrutiny and accountability, and this year was titled, 'Decide, Design, Deliver: accountable policies, services and outcomes'.

The Management Committee was asked to agree one officer place and consider nominating two member representatives to attend the conference either for one or both days.

#### **Resolved:**

That the Chairman, Councillor Simon Killane and the Vice-Chairman, Councillor Roy While be asked to represent the Council at the Centre for Public Scrutiny annual conference on 11-12 June 2013, along with the Scrutiny Manager or his representative, with a report back to the next meeting of the Committee.

#### 100 **Corporate Peer Challenge**

The Committee were informed that as a part of the Council's commitment to sector-led improvement, arrangements were currently being made to host a peer challenge. A familiarisation visit would take place over two days in July 2013 with the peer challenge taking place for a week in September 2013.

It was noted that the Peer Challenge was an offer by the Local Government Association to bring a team of senior officers and members from around the country to Wiltshire Council and hear their views on how well prepared they

consider the Council to be for the challenges ahead around an agreed theme. It was recognised that this was an ideal opportunity to learn from others and make improvements where they may be required.

The team would be invited to attend as many relevant meetings, committees and partnerships as possible as a part of the visit and the Overview and Scrutiny Management Committee was considered to be a key committee for inclusion in the timetable.

Members were asked to re-schedule the Management Committee meeting from 3 September 2013 to the week beginning 23 September 2013 in order to coincide with the peer challenge week.

**Resolved :**

That the Overview and Scrutiny Management Committee meeting scheduled for 3 September 2013 be moved to Monday 23 September 2013 to coincide with the Peer Challenge Week.

101 **Urgent Items**

102 **Date of next meeting**

The next meeting of the Overview and Scrutiny Management Committee would take place at 10:30am on Tuesday 25 June 2013 and would be held in the Council Chamber, Monkton Park Offices, Chippenham.

(Duration of meeting: 10.30 - 11.30 am)

The Officer who has produced these minutes is Stuart Figini, of Democratic Services, direct line (01225) 718376, e-mail [stuart.figini@wiltshire.gov.uk](mailto:stuart.figini@wiltshire.gov.uk)

Press enquiries to Communications, direct line (01225) 713114/713115

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**The Work of Overview and Scrutiny  
Recommended Ongoing Work**

Management Committee

<b>Activity</b>	<b>Date</b>	<b>Brief Explanation</b>	<b>Reason for Inclusion</b>
<b>Business Plan</b>	Throughout 2012/13	Review performance against the targets set to show delivery of the Council's business plan	Provides effective challenge and assurance to the Cabinet Member and CLT
<b>Budget Scrutiny</b>	Throughout 2012/13	Established as a standing task group to provide non-executive challenge to budget setting and periodic monitoring	Has executive and cross-party support as an important step in the financial management and governance process of the Council
<b>Job Creation and Economic Development</b>	October 2012 and April 2013	To review progress in the various projects	Provides mechanism for non-executive member engagement/influence in a high-profile priority area for the Council
<b>Housing Allocation Policy</b>	February 2012	Major review following Localism Act and Welfare Reform	Provides mechanism for contributing to the development of policy
<b>Scrutiny representation on Project Boards</b>	Throughout 2012/13	Staff Management Wiltshire Online Constitution Focus Group	Ensures ongoing direct scrutiny contribution at project board level on some of the Council's major projects and activities
<b>Member Support in the Locality Task Group</b>	Throughout 2012/13	To consider developments in the support to elected members including ICT and induction	Provide a consultative forum for early discussion on the detail of potential developments at policy and service level

# APPENDIX B

## Children's Services Select Committee

<b>Activity</b>	<b>Date</b>	<b>Brief Explanation</b>	<b>Reason for Inclusion</b>
<b>Safeguarding Children and Young People Task Group</b>	May 2012 -	Established following the 2012 Ofsted inspection of safeguarding and services for LAC.  The final report recommends the continuance of a task group focusing on this area.	An important element of the Council's efforts to improve the safeguarding of children following the 'Inadequate' Ofsted grade in April 2012. Has executive and cross-party support. Recommendations awaiting executive response.
<b>Further Education in the Salisbury Area Task Group</b>	May 2012 -	Established to review the post-16 education available in the Salisbury area.  Compiled a detailed report and submitted 12 recommendations.	Committee resolved to reconvene the Task Group in Summer 2013 to review progress. A number of key developments in FE in the Salisbury area are underway and would benefit from further scrutiny.
<b>Major Contracts Task Group</b>	Standing	Work programme includes the following contracts:  1. White Horse Education Partnership – providers of serviced accommodation for Wiltshire's 3 PFI schools  2. Children's Centre cluster contracts	Provides mechanism for non-executive members to scrutinise contracts of significant financial value.
<b>Special Schools and Post-16 SEN Task Group</b>	May 2011 -	Submitted a report in July 2012 containing recommendations on:  <ul style="list-style-type: none"> <li>• Future demand for SEN provision</li> <li>• Healthcare in special schools</li> </ul>	The Task Group has continued evidence gathering into a number of new areas following a request by Committee. Due to submit its final report in June 2013.

## APPENDIX B

Activity	Date	Brief Explanation	Reason for Inclusion
		<ul style="list-style-type: none"> <li>• Capacities, facilities and accessibility at special schools</li> <li>• Post-16 education for pupils with SEN</li> </ul>	
<b>Rapid Scrutiny Exercise: Wiltshire's Adoptions Service</b>	March 2013	The Safeguarding Children & Young People Task Group cannot accommodate adoptions within its FWP. Committee therefore feel it should be addressed through a rapid scrutiny exercise.	Adoptions forms part of the 'Notice to Improve' issued by the DfE following Ofsted's inspection of Wiltshire in March 2012. It has also been individually inspected by Ofsted in recent weeks.
<b>Pupil Performance in Public Tests and Examinations</b>	Annual item	Provides an annual overview of pupil performance and compares Wiltshire's attainment with national, south west and statistical neighbours.	Enables member scrutiny of the success of the Council's various pupil performance improvement programmes.
<b>Education for excluded pupils</b>	March 2012 -	The Committee has monitored the implementation of new arrangements for educating permanently excluded pupils following the closure of the YPSS centres.	The YPSS had received some poor Ofsted reviews so its replacement was a member priority.  Update on its implementation expected in Nov 2013 (12 months in to the project).
<b>Family Information Service and Parent Partnership Service Review</b>	March 2012	Established a rapid scrutiny exercise following significant changes being proposed to these family and parenting support services.	Members were concerned about some elements of the service reconfiguration and requested the outcomes of a 6-month review taking place in Spring 2013.

## APPENDIX B

<b>Activity</b>	<b>Date</b>	<b>Brief Explanation</b>	<b>Reason for Inclusion</b>
<b>School Organisation Plan and school governance arrangements</b>	May 2013	The School Organisation Plan details the population projections across Wiltshire and the implications for new schools.	The academies programme has changed the process for determining governance arrangements for new schools and members consider understanding this a priority.

### Health Select Committee

<b>Activity</b>	<b>Date</b>	<b>Brief Explanation</b>	<b>Reason for Inclusion</b>
<b>Clinical Commissioning Group (CCG) Task Group</b>	Feb 2013	Review performance of CCG and local groups against priorities in Strategic Plan, including effectiveness of public engagement and mechanisms to deal with conflicts of interest during commissioning.	Member priority Provides effective challenge and assurance to commissioning authority.
<b>Transfer to Care Task Group</b>		Review proposed protocol, policy documents and project results, and consider any resulting financial challenges.	Corporate priority Provides mechanism for contributing to development of policy.
<b>Avon and Wiltshire Mental Health Partnership (AWP) Task Group</b>	n/a	Consider review of services to Wiltshire residents	Member priority Provides mechanism for contributing to development of services.
<b>Air Quality Task Group (joint with Environment Select Committee)</b>	Jan 2013	Review the implementation of the Air Quality strategic objectives and actions plan, and the effectiveness of Council Services working together to ensure that respective service	Member priority Provides effective challenge on the robustness of the plans and proposed benefits.



Activity	Date	Brief Explanation	Reason for Inclusion
		contributions are embedded within service delivery plans. Joint Task Group with Environment Select Committee to consider 'cause and effect'.	
<b>Service 111 Rapid Scrutiny</b>		Investigate impact of implementation of 111 service	Member priority Provides challenge to private service provider.
<b>Receive reports/updates on:</b>	annually	Adults Safeguarding Annual Report	
	annually	Joint Strategic Assessment	
	Sept 2013	Continuing Health Care (CHC)	
	Nov 2013	Cardiovascular Services	

Environment Select Committee \*

Activity	Date	Brief Explanation	Reason for Inclusion
<b>Community Infrastructure Levy (CIL) Task Group</b>	Oct 2012	Established to consider and test the charging proposals for CIL and report on recommendations on the future implementation of CIL.	Provides challenge and assurance for an item which is a corporate priority.
<b>Waste Task Group</b>	Oct 2012	Established to consider, and comment on, the options for service delivery for waste and recycling collection and management in the light of several contracts coming to a close in 2014 and 2016.	Allows non-executive member engagement/influence in a priority area for the Council.

## APPENDIX B

Activity	Date	Brief Explanation	Reason for Inclusion
<b>Air Quality Task Group (joint with Health Select Committee)</b>	Jan 2013	To review the implementation of the Air Quality strategic objectives and actions plan, and the effectiveness of Council Services working together to ensure that respective service contributions are embedded within service delivery plans. Joint Task Group with Health Select Committee to consider 'cause and effect'.	Provides effective challenge on the robustness of the plans and proposed benefits.
<b>Development Control – Adoptable Estates</b>	April 2013	To consider concern expressed about the process of between developers and the Council over adopting infrastructure on new housing estates	Member request supported by the select committee

**Wiltshire Council**

**Cabinet**

**18 June 2013**

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**Subject: Business Plan Scorecard Report – year-end 2012/13**

**Cabinet member: Councillor Dick Tonge**  
**Finance, performance, risk, procurement, and welfare reform**

**Key Decision: No**

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## **Executive Summary**

Wiltshire Council's Business Plan 2011-15, sets out what we intend to achieve by 2015 and our approach to savings and investments. This year-end report for 2012/13 includes:

- An overview of delivery of the priorities as set out in the business plan
- Community results and performance scorecards for the period April 2012 to March 2013
- The current status of the council's main work including key projects.

**It outlines main considerations for the council and details that over two thirds (74%) of the indicators have either hit their target or are within 5% of doing so as at the end of March 2013.**

This will be the final year-end report in this format. Future reports will be based on a revised performance framework and measures that reflect the council's new business plan for 2013 - 17.

## **Proposal(s)**

As this is a scorecard report, there are no direct proposals or recommendations resulting from the report. Cabinet is asked to note progress for the year 2012/13.

## **Reason for Proposal**

To keep cabinet informed about progress and to provide an update on the performance related grant scheme for area boards.

**Robin Townsend**  
**(Interim Service Director, Executive Office)**

## Purpose of the report

1. Wiltshire Council's Business Plan 2011-15, sets out what we intend to achieve by 2015 and our approach to saving and investment. This year-end report for 2012/13 includes:
  - An overview of delivery of the priorities as set out in the business plan
  - Community results and performance scorecards for the period April 2012 to March 2013
  - The current status of the council's main work including key projects.
2. Quarterly scorecard updates have been provided to cabinet throughout the year.
3. The council is in the process of developing a new business plan to set the strategic direction for the next four years. In addition to providing the end of year updates on performance indicators and commentary on recent activity it also provides information on the considerable achievements during the life-time of the current Business Plan. This report will therefore be the last year-end report in this current format.
4. A new set of targets and measures will be established to reflect the new plan along with a revised format for presenting performance information.

## Background

5. In February 2011, Wiltshire Council published its four year Business Plan. The plan set out what the council would deliver by 2015 and how it would make the savings required to enable investment in key front line services. This is the second year end report assessing progress against that plan.
6. As outlined in the Business Plan, Wiltshire Council's vision is **to create stronger and more resilient communities**, where communities can solve problems locally with our support. This vision is supported by three goals:
  - Providing high quality, low cost, customer focussed services
  - Ensuring local, open and honest decision making
  - Working with our partners to support Wiltshire's Communities.
7. The Business Plan identified the following priorities;
  - Invest in key front line services
  - Protect the most vulnerable in our communities
  - Save money to enable us to do this
  - Safeguard and create jobs in Wiltshire

A progress report on each of these is summarised in this report.

8. As well as setting out the priorities, the Business Plan states the targets and actions to achieve these. The performance indicators provide a measure to determine delivery of the targets and actions. The targets are challenging and in some areas apply to the four year plan period. A range of external factors can influence the achievement of the targets; such as severe weather affecting the condition of the roads, and the economic downturn impacting on business growth and job creation. It is, therefore, unrealistic to deliver all the targets in any one year, but to review performance over the four year period.
9. Wiltshire Council has worked closely with local communities to encourage involvement in decision making and to influence how services are delivered. Over the last 4 years the council has;
  - invested £85 million in improving frontline services including roads, waste and protecting vulnerable people
  - managed a 28% reduction in central government funding
  - not increased the council tax; and,
  - delivered £100 million of savings to pay for this.It has also;
  - secured more than £25 million of investment in the local economy
  - helped communities make decisions and solve local issues through its area boards
  - allocated £4 million to support the delivery of 1,700 community projects
  - developed nationally recognised innovative service delivery models, for example the libraries service is supported by 600 volunteers
  - increased public satisfaction in council services by 16 percent (people's voice survey 2012)
  - seen Wiltshire voted the fourth happiest place in the UK (national wellbeing survey, 2012) and;
  - voted the fifth best area for business investment (local futures survey 2012)
10. As well as showing results against targets, the performance scorecards also show performance indicators that are reported later in the year. These indicators are those that have results published at different times of the year other than the financial year end (March 2013).
11. The status of the council's main projects and programmes is provided by the programme office. (Annex 2).

### **Main considerations for the cabinet**

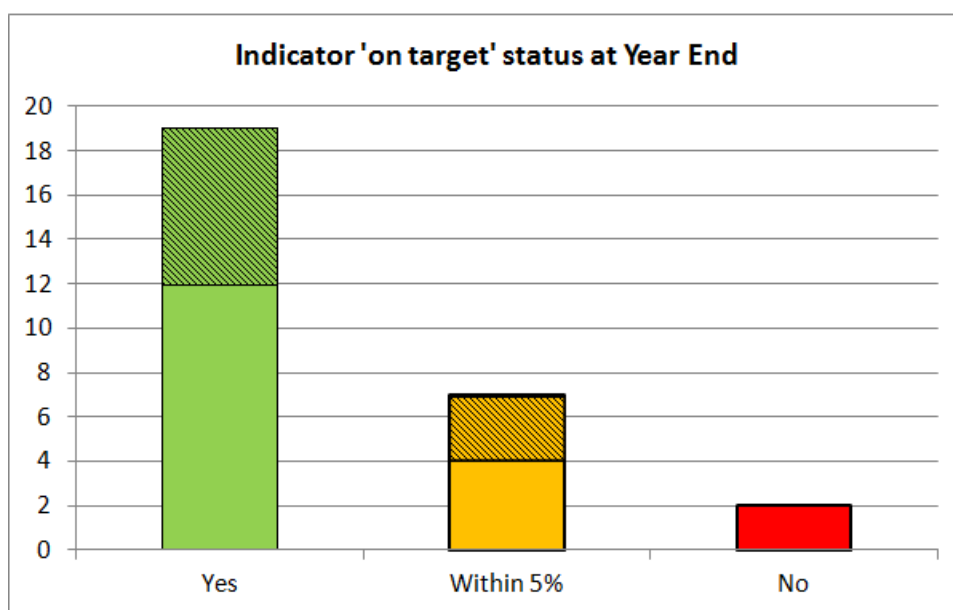
12. Year-end progress against the Business Plan is summarised below.
13. **Community and council scorecards**  
There are 53 indicators being measured, of which 13 are priority indicators included as targets in the current Business Plan.

14. Of the 53, 18 are annual measures and some are new indicators that are still being defined nationally.

At year end, 19 of the remaining 35 indicators were on target, another seven were within 5 per cent, and seven have no targets set. Only two indicators were not on target; neither of these are priority targets.

15. The graph below shows the overall comparison between indicators on target, within 5% of target, and not on target. The shaded sections in each of the bars represent those that are priority indicators in each category.

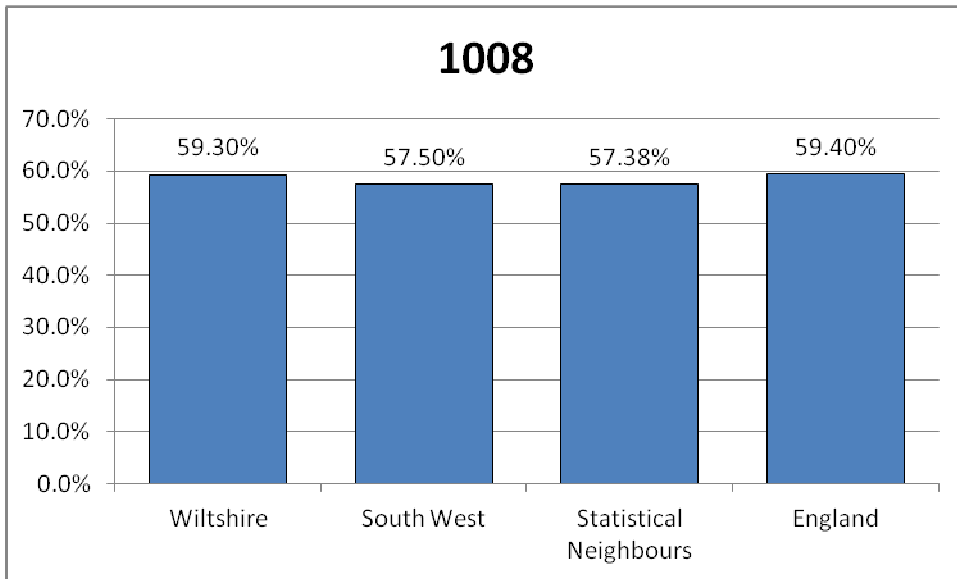
**Summary of indicators** - on target (green), within 5% (amber) and not on target (red)



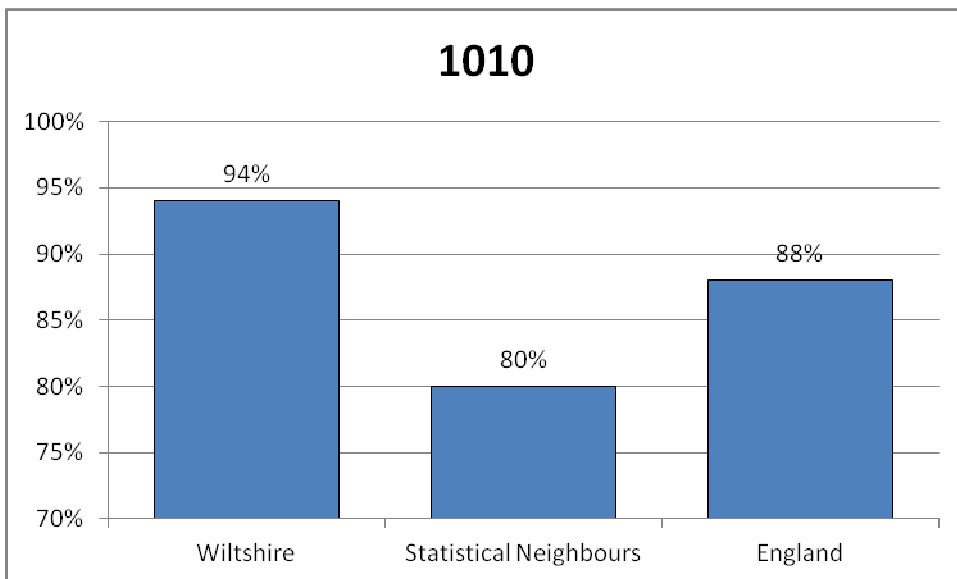
16. Over two thirds (74%) of the indicators have hit their target or are within 5% of doing so.

17. For two of the seven indicators which are within 5% of their target (amber), comparative data shows that Wiltshire compares favourably against the averages for both other South West authorities and our statistical neighbour authorities. This applies to the indicators shown in the graphs below:

**Indicator 1008** - 5% more young people will get 5 A\*-C at GCSE by 2015 (including English and Maths).



**Indicator 1010** - Care leavers in suitable accommodation



Currently, there is little comparative data available due to the proximity to year end of the production of this report. There is likely to be further comparative data available later in the year and this will be provided in future update reports.

18. Full details of all the results including comments and narrative are included in the Business Plan Scorecards (Annex 1). The highlights include;
  - Wiltshire and South Gloucestershire have formed the partnership “Great Western Broadband” (GWB) and are working jointly with BT to deliver the superfast broadband network. This brings benefits of efficiency and sharing of expertise and overall reduction in the costs of managing the project.

- We have supported 280 more older people who needed care and support in 2012/13 (than in 2011/12). We were able to do this for two reasons; first, the council invested in adult care services reflecting Wiltshire's changing demographics that show the growth in the number of older people as 15 per cent higher than the national average; and secondly these services have been redesigned to be more efficient and to help people stay healthy and independent, living in their own homes for longer.
- The business plan has a target to achieve completion of 1800 new affordable homes between 2011 and 2015. To date (for the first two years) a total of 1337 affordable housing completions have been achieved and we are on track to exceed the 1800 target.
- Figures from VisitWiltshire for this year demonstrate 102 new jobs were created as a result of tourism investment. In addition, 350 jobs will result from the forthcoming redevelopment of the Bowyers site in Trowbridge and 200 new jobs as a result of securing the University Technical College for Wiltshire.
- Recently released obesity figures show that Wiltshire has a statistically significantly lower percentage of obese children than England. Wiltshire had the third lowest percentage of obese children in reception out of the 14 areas in the South West. Public Health continues to commission work within early year's settings that will contribute to a decrease in overweight and obesity in reception year.
- We have achieved significant improvement on last year for both recycling and waste sent to landfill. In the case of recycling there has been an increase of 5 per cent and a decrease of 4.3 per cent in the amount of waste sent to landfill. This is due to the positive tonnage returns from new service changes and we remain comfortably above target levels.
- 32 out of 34 care leavers were in suitable accommodation which equates to 94 per cent. This is higher than the national position of 88 per cent and that of our comparator authorities (80 per cent). The high percentage of young people in suitable accommodation is evidence of Wiltshire's commitment to supporting young people by ensuring that there is a range of housing options available.

#### **Areas for improvement (see full comments in Annex 1 for action being taken)**

- The Family Placement Team continues to work to achieve an increase in the percentage of children in care accommodated in-house, but this remains below target.
- Performance at the end of key stage 4, whilst currently slightly off target, remains within 5 per cent of the target and above the national average. The main factor in the slightly lower performance relates to a fall in results for English GCSE as a consequence of the changes in grading between the January and June exams series.



- The road maintenance backlog, whilst being broadly on target for 2012/13, is showing an increase on 2011/12. This is largely due to the prolonged severe weather conditions that resulted in road repairs being delayed. It is therefore rated as Amber (within 5 per cent). It is anticipated that, subject to any changes in policy, we remain on target to achieve the required levels for 2013/14 based on current information and the highway maintenance budget for next year.
- Following the Ofsted safeguarding inspection in March 2012 there has been a significant increase in the number of initial and review child protection conferences held during 2012/13. A child protection conference is a multi-agency forum arranged to enable practitioners involved with the child and family - along with the family members - to assess all relevant information and plan how best to safeguard and promote the welfare of the child. This increase in activity has had an impact on the timeliness of review conferences but additional permanent capacity has now been put into the child protection conferencing service (recruitment of two additional child protection chairs) to address this. This represents one element of an ambitious improvement journey for our safeguarding services.

To assess progress with improving the quality of safeguarding children, we invited a Safeguarding Peer Review team to assess our work in January 2013. The review concluded that safeguarding is a top priority for the council (and our partners) and that there is evidence of considerable commitment to change working practices and culture. The case records review found that there had been improvement in the quality of child protection practice in recent months. No child or young person was found to be at risk of significant harm. It was noted that a strong commitment to achieving the safeguarding improvement plan was evident throughout the peer review process.

Ofsted inspected the Adoption Service in March 2013 and judged it to be “Adequate”. Inspectors found that *“Wiltshire Council provides an effective, well managed and improving service”* and stated that there are *“a number of strengths and elements of good practice”*. It also commented that *“one particularly strong feature is the fact that the authority does not readily give up on plans for adoption when children prove hard to place. Instead staff and managers work together creatively to bring about positive outcomes for children”*.

### **Indicators with results available later in the year**

19. There are 18 measures for which results are not available until later in the year and these are detailed in Annex 1 together with expected availability dates. For some of these indicators, additional contextual information has been provided and this is shown below.

**Indicator 1028: Lower carbon emissions by 11,823 tCO2 by Mar 2015:**

In December 2012 central government announced changes to the CRC (carbon trading) scheme. Detailed guidance on implementation is still awaited, but the overall impact is to reduce the extent of emissions covered by the CRC and therefore our financial liability under the CRC over the long term. State funded schools will be removed from the scheme from 2014/15 and the cost of allowances has now been confirmed. In 2014/15 the unit price will be £16 per tCO<sub>2</sub>, subsequently increasing with RPI. With CRC emissions coverage reduced and the rate of increase in allowances reduced, our CRC cost projections are considerably lower than previously anticipated. For example, we were projecting that in 2020 our CRC liability would be £1.75m, whereas it is now projected to be £405k. Over the last three years, the council has invested in energy efficiency measures across its services. This includes working with existing corporate and schools buildings as well as the emerging campuses, street lighting and fleet. Measures range from combined heat and power, to low energy lighting, and installing biomass boilers (renewable, low-carbon energy). A shortfall in performance has been projected (previously reported) and a review of our Carbon Management Plan has begun. Other areas of work include exploring options for low-carbon new school builds and a sustainable procurement policy.

**Indicators: 1077 and 1078 Overall life expectancy.**

**1079 and 1080 Reduce health inequalities:**

In Wiltshire, life expectancy continues to increase for both males and females and is better than the SW and England averages. However, there is a lower life expectancy for both men and women in Wiltshire's most deprived areas: 6.6 years lower for men and 3.8 years lower for women in the most deprived areas compared with least deprived areas. Although not generally a deprived area, Wiltshire has pockets of deprivation including five local areas that lie amongst the 20% most deprived in England. In addition, aspects of rural deprivation are difficult to quantify yet are of particular relevance in this county. This is low compared to other areas (within the SW and nationally) but, nevertheless, represents clear inequalities in health outcomes within the local population.

Many major conditions are strongly correlated to deprivation as are the lifestyles that contribute to them. Among the interventions that are evidenced to reduce the life expectancy gap are smoking cessation; statin therapy, use of anti hypertensives and early detection of cancer. The transfer of Public Health responsibilities to Wiltshire Council in April 2013, and ring fenced budgets will enable a continued focus on health inequalities.

Public Health Wiltshire has programmes in place to improve overall life expectancy and reduce life expectancy inequalities via Wiltshire Council activity, and through joint working with Wiltshire CCG and other partners. There is considerable work being undertaken with GPs and pharmacies to provide local health awareness events targeted at particular groups and geographical areas. All individuals are given lifestyles advice appropriate to their needs. People who have been found to have higher than normal blood pressure or cholesterol levels have been advised to visit their GP for further investigation.

Annual results for these Public Health indicators are expected summer 2013. Results will be rebased using Census 2011 population and latest trend data.

### **Environmental Impact of the Proposal**

20. This is a year-end scorecard report and the proposals have no direct environmental impact, although measures are included for recycling, waste management and energy efficiency.

### **Equalities Impact of the Proposal**

21. This is a year-end scorecard report and the proposals have no direct impact on equalities.

### **Risk Assessment**

22. The council's risk management arrangements apply across all services and risk is overseen by the Corporate Risk Management Group (CRMG), which reports on significant risks to the corporate management team and Audit Committee. No risks arise as a result of this report, but it highlights action required to achieve targets and deliver the council's main programmes.

### **Financial Implications**

23. This is a year-end scorecard report and has no direct financial implications. Actions to address developments and savings arising from improved delivery are accounted for in other council reports and decisions.

### **Legal Implications**

24. There are no direct legal implications.

### **Options Considered**

25. There are no 'options to consider' in this report.

### **Proposal**

26. Cabinet is asked to note the year-end progress against the Business Plan 2011-15.

**Robin Townsend**  
**Interim Service Director, Executive Office**

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Date of report: 13 May 2013

### **Appendices**

Annex 1: Business Plan scorecards

Annex 2: Transformation Programme update

## Business Plan Scorecard Results to March 2013

### Index

- Community Results Scorecard
- Council Performance Scorecard
- Measures to be added later

### Scorecard Key:

**H** = High (good performance if actual is higher than target); **L** = Low (good performance if actual is lower than target)

**3 yr trend:** **I** = Improving; **W** = Worsening

**On target:** **Y** = Yes; **N** = No; **A** = Almost

Priority Indicators: [Indicators listed in blue font are priority indicators](#)

## Community Results Scorecard to March 2013

MEASURES TO MARCH											
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3-yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
	<b>Invest in: Broadband</b>										
1002	85% premises able to access superfast broadband by Dec 2015	H			50.6% Baseline	-	Baseline	-	85% Dec 2015	Carolyn Godfrey	<p>Rural parts of Wiltshire do not currently have access to superfast broadband services, this equates approximately to 85,000 premises (homes/businesses). These premises would remain without access to superfast broadband without support from Wiltshire Council and national government.</p> <p>The current coverage and performance for Superfast Broadband in Wiltshire includes an average download speed: 11.8Mbps and superfast broadband availability of 50.6% Ofcom (2012). It should be noted that the Ofcom figures are average speeds and are more typical in the towns and not rural parts of Wiltshire. Availability of superfast broadband is expected to rise to approximately 61% by mid 2014 as BT and Virgin Media complete their published plans for their commercial rollout. In terms of target it is now anticipated that we will achieve a target of 91% by march 2016.</p> <p>The contract for superfast broadband was awarded to BT in January 2013. Wiltshire and South Gloucestershire have formed the "Great Western Broadband" (GWB) and are working jointly with BT to deliver the network in each local authority. Working together brings benefits of efficiency and sharing of expertise and overall reduction in the costs of managing the project. BT will focus upon achieving the greatest coverage for the specified investment by 2016 and work has now begun to plan the rollout of the network.</p>
	<b>Protect and Safeguard Vulnerable Children</b>										
1005	5% increase in children in care receiving high quality local placements: use of in-house foster carers (proportion nights)	H	62.8	59.2	55.1	W	68	A	68	Fiona Fitzpatrick	<p>The Family Placement Team has been unable to achieve the expected increase in the percentage of children accommodated in-house as the increase in carers/bed availability has not increased at the same rate as the number of children coming into care. In addition, placement services are experiencing an increase in requests for parent and baby placements. This has been identified as a recruitment priority and the recruitment strategy has been revised accordingly.</p> <p>Considerable work has taken place working closely with communications to raise the general profile of fostering for Wiltshire Council and we are now better placed to deliver targeted recruitment.</p> <p>Scrutiny of referrals and placements made is being undertaken to ensure that in all cases children are placed in in-house provision should it be available before independent foster agency placements are sought. Ongoing service development is underway to improve the skill base and resilience of in-house foster carers which will</p>

**MEASURES TO MARCH**

Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Good Performance = High/Low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3-yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
											improve retention and capacity of approved mainstream carers.
	<b>Invest in: Children's Attainment</b>										
1007	5% more 11 year olds will get Key Stage 2 L4+ by 2015 (Maths and English)	H	75%	75%	78%	I	76.2%	Y	79.2%	Stephanie Denovan	Performance at the End of Key Stage 2 continues to be a priority and this has led to the improvements secured to date. In 2012 performance in Mathematics was not as strong as English and as a consequence this impacted on our comparator performance in relation to both national and statistical neighbours. A number of targeted actions have been put in place to support schools to continue to improve their performance in the core subjects, especially Mathematics.
1008	5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)	H	55.8%	60.0%	59.3%	I	61%	A	63%	Stephanie Denovan	Performance at the end of key stage 4, whilst currently slightly off target, remains within 5% and above the national average. The main factor in the slightly lower performance relates to a fall in the performance of English GCSE as a consequence of the changes in grading between the January and June exams series. Secondary schools have been reviewing their English marking and ensuring that staff are now marking and grading to the new expectations.
	<b>Protect and Safeguard Vulnerable adults</b>										
1015	14% increase in the number of older people receiving our services - advice and services for the rising number of older people	H	8,720	9,283	9,600	I	9,405	Y	9,939	James Cawley	<p>The current Business Plan states we would help 9405 older people who needed care and support in 2012/13. By 31 March 2013 9563 people have been helped - 158 more than the target and an additional 280 more than in 2011/12.</p> <p>We were able to support more people this year for two reasons. First, the council invested in care services because we know Wiltshire's population is getting older. Second, we have designed new services that are more efficient and that are designed to help people stay healthy and independent and in their own homes for longer and so need less care. This indicator measures the number of people helped, from an assessment with some advice and information to intensive services for people who need a great deal of help. It also helps us to understand of the number of people in Wiltshire who need help.</p> <p>Wiltshire began to develop new services for older people in 2008 and there are two parts:</p> <p><b>1. Accommodation Strategy</b> - a seven-year programme building specialist housing and care homes to meet the needs of Wiltshire's residents in the 2020s. <b>2. Redesigned services for older people</b> who need help to live independently in their own home. The plan was to help more people without increasing our spending at the rate of growing demand. The Accommodation Strategy and Help to Live at Home works to help people to regain their independence following illness or injury and then to stay independent for as long as possible. In quarter 4, "Initial Support," (where people begin the Help to Live at Home service), helped 57% of people to manage without long term services after an average of five weeks' support.</p>

**MEASURES TO MARCH**

Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Performance = Good High/Low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3-yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
<b>Invest in: Housing</b>											
1018	1,800 new affordable homes by Mar 2015 (ave 450 pa)	H	648	626	711	I	450	Y	450	James Cawley	The business plan target is to deliver 1800 homes between 2011 and 2015. To date, over the first two years of the business plan, a total of 1337 affordable housing completions have been achieved (626 + 711). We are on track to exceed the business plan target. Of the 711 completions in 2012/13, 510 homes have been for rent and 65 for shared ownership delivered in partnership with Registered Providers – a mixture of units achieved through negotiating planning gain on larger strategic sites and smaller rural schemes. The remaining 136 have been delivered as a result of low cost home ownership initiatives funded by the government allowing purchasers to buy an open market property at 80% of open market value (firstbuy and homebuy direct).
1019	Affordable homes include 250-350 for rent from PFI	H			71	-	-	-	242	James Cawley	It is expected that a total of 242 new affordable homes will be delivered through the housing PFI project of which 71 were completed by the end of March 2013 (included in the overall total of 711). This is a significant achievement as the PFI contract was not signed until December 2011. It is anticipated that the majority of the remaining PFI homes (171) will be completed during 2013/14.
<b>Economy and Unemployment</b>											
1023	Help create 6,000 additional jobs by Mar 2015	H	455	991	4,429	-	3,500	Y	6,000	Alistair Cunningham	Figures from VisitWiltshire for this year demonstrate 102 new jobs created as a result of our tourism investment, 350 jobs will result from the redevelopment of the Bowyers site in Trowbridge and 200 new jobs a result of securing the University Technical College for Wiltshire. The Business Support Service is now starting to generate jobs and create new businesses.
1024	Help safeguard 8,000 existing jobs by Mar 2015 [The target/actual figures for this indicator are now being reported on a cumulative basis to provide a more accurate picture]	H	370	2814	4,997	-	4,500	Y	8,000	Alistair Cunningham	Jobs have been safeguarded and will be created as a result of securing investment for Porton Science Park, the University Technical College, Castledown Business Park and the Bowyers site in Trowbridge as well as support for a number of major businesses with funding bids, business support and advice and planning support.
<b>Invest in: Highways</b>											
1025	Reduce the roads maintenance backlog by 10% by Mar 2015 (£)	L	£59.1m	£53.8m	£56.5m	I	£56.2m	A	£53.2m	Parvis Khansari	Broadly on target for 2012/13, but showing increase over 2011/12 actual. Consequently RAG status rated as Amber. Anticipated that, subject to any changes in policy, we will be on target for 2013/14 based on current information and highway maintenance budget for next year. 'A' and 'C' Class roads showing significantly reduced backlog, but unclassified roads showing increase.
<b>Invest in: Waste Management</b>											
1026	Recycle 50% of our waste by Mar 2015 (Figures are monthly cumulative figures rather than actual)	H	41.4%	42.8%	46.8%	I	45%	Y	50%	Tracy Carter	We have achieved significant improvement on last year (an increase of 5%). This is due to the positive tonnage returns from the new service changes.

MEASURES TO MARCH											
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3-yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
1027	Reduce waste being landfilled to 25% by Mar 2015 (Figures are monthly cumulative figures rather than actual)	L	37.5%	36.6%	31.7%	I	35%	Y	25%	Tracy Carter	We have achieved significant improvement on last year (a decrease of 4.3%). This is due to the positive tonnage returns from the new service changes.



## Council Performance Scorecard to March 2013

MEASURES TO MARCH											
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
<b>Protect and Safeguard Vulnerable Children</b>											
1009	More children in care get 5 A*-C GCSEs (or equivalent)	H	16%	4%	17.1%	I	25%	A	32%	Fiona Fitzpatrick	Whilst the result is below the target set - it is a significant improvement on last year's figure of 4% and is better than the national average. Those young people in the cohort who were identified as being able to achieve 5 A*-C GCSEs or equivalent, including English and Maths, did so. They were supported prior to and throughout the exam period by the Virtual School.
1010	Care leavers in suitable accommodation	H	97.1%	94.7%	94%	W	95%	A	95%	Fiona Fitzpatrick	32 out of 34 care leavers were in suitable accommodation which equates to 94%. This is higher than the national position of 88% and that of our comparator authorities (80%). The high percentage of young people in suitable accommodation evidences Wiltshire's commitment to supporting young people through ensuring that there is a range of housing options available.
1011	Care leavers in suitable education, jobs or training	H	65.7%	39.5%	44%	W	72%	N	72%	Fiona Fitzpatrick	See detailed comment <a href="#">below</a>
1012	Timely adoptions	H	100%	68%	85.7%	W	90%	A	90%	Fiona Fitzpatrick	Wiltshire children's services is committed to finding adoption placements for all children for whom adoption has been assessed as the appropriate permanence plan, irrespective of complexity. For a small number of children delay in progressing to adoption order has been necessary to promote placement stability and to ensure the best outcomes for the children are achieved. The percentage of children adopted who were placed within 12 months of the decision to adopt has again increased this month currently standing at 85.7% against a target of 90%. At 31st March, 12 out of 14 children adopted were placed within 12 months of the decision to adopt. A further 28 children were placed but are not yet adopted. Of these 28 children 23 (82%) were placed within 12 months of the decision. There remain a number of children for whom appropriate adoption placements have yet to be identified; this can be for a number of reasons such as age, challenging behaviour or complex health and disability.  As a result of the improvements achieved since the dedicated home finder post has been established, it is planned to increase homefinder capacity during 2013/2014 to focus on those children who are harder to place. As these children now become adopted the scorecard returns will fluctuate over the next 12 months, senior managers have been made aware of these children and remain committed to supporting the plan for adoption.
1013	Safeguarding: initial assessments done in 10 days	H	73.0%	88.0%	31.3%	W	80%	N	80%	Fiona Fitzpatrick	See detailed comment <a href="#">below</a>
1014	Safeguarding: child protection plan reviewed on time	H	100%	100%	97.4% (Provisio	W	100%	A	100%	Fiona Fitzpatrick	Following the Ofsted safeguarding inspection in March 2012, there has been a significant increase in the number of initial and review

**MEASURES TO MARCH**

Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
					nal)						child protection conferences held during 2012/13. During the year, the number of children subject to a child protection plan following an initial conference has almost doubled (from 170 children in March 2012 to 337 children in March 2013). This increase in activity has had an impact on the timeliness of review conferences. Some reviews were not held within timescales as the meeting was non quorate. Additional permanent capacity has now been put into the child protection conferencing service with the recruitment of two additional child protection chairs. All children who are subject to a child protection plan continue to receive support and help whilst the review conference is being organised.
<b>Invest in: Our Communities</b>											
1021	Number of volunteers in the library service	H	new	670	684	-	325	Y	325	Niki Lewis	There are currently 684 library volunteers in total. These include 318 Community Library Volunteers and 366 added value roles – Home Library, Summer Reading Challenge, Computer Supporter and Rhyme time volunteers.
1022	Satisfaction with area boards	H	45%	51.7%	63%	I	55%	Y	65%	Niki Lewis	22% increase in public satisfaction with area boards.
1081	Opening hours (per week) supported by volunteers at Level 2 libraries (Box, Durrington, Ludgershall, Lyneham, Market Lavington, Netheravon, Purton, Ramsbury and Tisbury)	H	new	135	137	-	94	Y	94	Niki Lewis	In 2012/13 volunteers continued to help support the opening of level 2 libraries. Unplanned closures were kept to a minimum and occurred only when volunteers were unable to attend their session and replacement volunteers were unavailable. On average volunteers supported 137 opening hours per week, exceeding the target of 94 hours per week throughout the year.
1082	Opening hours (per week) supported by volunteers at Level 3 libraries (Aldbourne, Cricklade, Downton, Mere, Pewsey and Wilton.)	H	new	45.5	45.75	-	34	Y	34	Niki Lewis	In 2012/13 volunteers continued to help extend the opening hours at level 3 libraries. Unplanned closures were kept to a minimum and occurred only when volunteers were unable to attend their session and replacement volunteers were unavailable. On average volunteers supported 45.75 opening hours per week, exceeding the target of 34 hours per week throughout the year.
<b>Economy and Unemployment</b>											
1029	Helping business: sites brought forward	H		0	2	-	2	Y	5	Alistair Cunningham	This indicator has a target of 2 sites for this year and 3 for the final year. A cumulative target of 5 sites. £2m funding has been secured for the Castledown Business Park to bring forward Phase 2 of the site and £10m for the Porton Science Park.
1030	Helping business: incubation centre facilities created	H		0	2	-	2	Y	4	Alistair Cunningham	Incubation space at Castledown, Ludgershall and at Ascot Court, Trowbridge is complete.
1031	Number of businesses assisted	H		768	1,265	-	1,250	Y	2,500	Alistair Cunningham	The service continues to provide an extensive range of business support, primarily through the new Business Support Service which has been established to offset the loss of Business Link to support start-up and pre-start business.  The Wiltshire 100 programme is building stronger partnerships with Wiltshire's leading businesses and helping to secure sustainable jobs and investment in the county, contributing to the economic

**MEASURES TO MARCH**

Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
											growth objectives of Wiltshire Council, Enterprise Wiltshire, and Swindon & Wiltshire LEP.
1083	Number of people helped with skills (T)	H	1,046	2,299	2,057	I	Monitors trend- no target	-	Monitors trend- no target	Alistair Cunningham	Cumulative over three years is 5,402. There are currently a wide variety of projects being delivered which contribute to the success we have achieved in helping people with skills. These involve a wide number of partners and include Employability & Informal Skills Development Programme, Project IMPRESS, Leonardo Work Placements Abroad, Apprenticeships, Wheels to Work, DWP Work Experience, Project Achieve amongst others. Remaining projected outputs from current work: 526 from the Employability & Informal Skills Development Programme 272 from Project IMPRESS 20 from Leonardo Work Placements Abroad 227 from Wiltshire Apprenticeship Campaign & In-Council Apprenticeship Programme 367 from New Futures Total skills pipeline = 1,412
1084	Number of people placed into work (W)	H	435	310	697	I	Monitors trend- no target	-	Monitors trend- no target	Alistair Cunningham	Cumulative over three years 1,442 In addition to the projects helping with skills we have also helped nearly one and half thousand people into work. These activities include the projects mentioned above as well as Action for Wiltshire Flexible Support Fund, Project Inspire, Project Achieve, Apprenticeship Programme, DWP Sector Based Work Academies amongst others. Remaining projected outputs from current work: 74 from the Action for Wiltshire: Flexible Support Fund 113 from the Wiltshire Apprenticeship Campaign & In-Council Apprenticeship Programme Total help into work pipeline = 187
<b>Invest in: Highways</b>											
1033	The average days taken to repair a pothole	L	5.2	8.6	6	W	10	Y	10	Mark Smith	The Council's System Thinking Review of Local Highways and Streetscene has continued throughout 2012/ 13. The review has focused on meeting the needs of the highway asset and the needs of the local community. New ways of working and trials of different maintenance materials have continued to improve services and drive efficiencies. This indicator is the average time taken to repair a pothole only. When the defect reports are run immediately after each quarter these figures are at best an early indicator of performance as completed defects will be added many months after the reporting date giving a different figure at a later date for the same period.
<b>Invest in: Leisure Services</b>											

**MEASURES TO MARCH**

Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
1034	The number of visits to our leisure centres (000)	H	3,364	3,163	3,291 (draft)	W	3,320	Y	3,660	Mark Smith	Whilst there is a 3.89% increase on the number of visits to the leisure centres this year from last year the figures show a 0.8% below target. These figures exclude attendances from two leisure centres that when added it is anticipated should meet if not exceed the target.
	<b>Other</b>										
1004	The percentage of budgeted savings achieved	H		100%	100%	-	100%	Y	100%	Michael Hudson	
1041	Customer telephone call connection rates of 90%+	H	92.6%	88.3%	92.1%	W	90%+	Y	90%+	Jacqui White	Above target 90% for year
	<b>Public Health measures</b>										
1042	Hospital admissions - alcohol related (/100,000)	L	1,621	1,615	1,617	I	1,615	Y	-	Maggie Rae	According to the Local Alcohol Profiles for England (LAPE), we have seen a stabilisation of alcohol related hospital admissions. However, according to our analysis of admissions over the period February 2012 - January 2013, we have seen an increase in admissions over this period. The proxy measure indicates a rate of 1,617 per 100,000. Wiltshire's rates remain lower than the South West and England rates. Plans are in place to focus on early identification of alcohol misuse in the community in 2013/14. The PHOF indicator for alcohol related admissions is still being worked on so no baseline data available. Current model - data provided by LAPE using Hospital Episode Statistics and attributable fractions.
1043	Reduction in proportion of children aged 4-5 classified as obese  [NB the definition of this indicator has changed and now reflects the reduction in the proportion of children classified as obese – this means that a higher % figure now indicates better performance]	H	22.7%	21.3%	20.3%	I		-	-	Maggie Rae	Childhood obesity – indicator amended to align to measure in the Public Health Outcomes Framework (PHOF) – historic performance has been updated. A reduction target is shown. No new targets profiled yet. Coverage rates have increased from 90.6% in 2009/10, to 95.5% in 2011/12 (higher coverage than England and South West averages), at the same time as we've seen a decrease in the % of obese and overweight children. In 2011/12, 7.4% of Wiltshire Reception pupils measured was found to be obese compared to 9.5% for England. Wiltshire had the third lowest percentage of obese children in Reception out of the 14 areas in the South West. Public health continues to commission work within early year's settings that will contribute to a decrease in overweight and obesity in Reception Year.
1044	Reduction in proportion of children aged 10-11 classified as obese  [NB the definition of this indicator has changed and now reflects the reduction in the proportion of children classified as obese – this means that a higher % figure now indicates better performance]	H	29.8%	30.4%	29.6%	I		-	-	Maggie Rae	Childhood obesity – indicator amended to align to measure in PHOF – historic performance has been updated. A reduction target is shown. No new targets profiled yet. Coverage rates have increased from 88.1% in 2009/10, to 93.6% in 2011/12 (higher coverage than England and South West averages), at the same time as we've seen a decrease in the % of obese and overweight children. In 2011/12, 15.9% of Wiltshire Year 6 pupils measured were found to be obese compared to 19.2% for England. This places Wiltshire in the middle of 14 areas in the South West where obesity prevalence in Year 6 pupils spans 14% to 19.6%. Public health continues to commission work that will contribute to a

MEASURES TO MARCH											
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
											decrease in overweight and obesity in Year 6.
1046	Drug users in effective treatment (rolling 12 months ave.)  OCUS = Opiate and Crack users  Number of successful completions for opiate and crack users not returning within a 12 month period	H	All Drug Users as of Q4 723 (OCUs 661)	All Drug Users as of Q4 744 (OCUs 627)	730 (Q3)	-	To maintain current performance	-	-	Maggie Rae	The number of people in effective treatment has dropped slightly in 2012/13, after rising quite sharply during 2010/11 when services for non opiate users were established. A new integrated substance misuse has been commissioned and we expect to see outcomes continuing to improve once it is fully embedded. The data does not include people where alcohol was the primary drug as this was not collected by the NTA in previous years. From 2013/14 the new PHOF indicator is the number of people successfully completing treatment.

## **Comments on Council Performance Scorecard: Results that are not on target (No)**

### **Ref 1011 – Care leavers in suitable education, jobs or training**

**Target: 72%, Actual: 44%**

#### **Reason not on target and what we are doing:**

This indicator measures what care leavers are doing at age 19. Of those who are not in education, employment or training (19 out of 34) 5 young people have physical or mental health issues preventing them from engaging in education, employment or training. 3 are pregnant/young mothers and 8 are actively seeking work with the support of their Personal Advisers. However 3 young people are currently not engaging with the local authority therefore the frequency of contact with them has been increased in order to remind them of the support that they are entitled to. We have dedicated Personal Adviser support in place for Care Leavers. Key initiatives in place to support young people are as follows:

- The Care2Work work plan has received national recognition through the award of the National Care Advisory Service Quality Mark, awarded at the beginning of February 2013. This is a prestigious award and recognises the innovative work of Wiltshire Council in securing better opportunities for Care Leavers to become employable through engagement in education or training. Feedback from the NCAS Board has highlighted some key aspects of the work plan which has particularly impressed and requested that our work plan is used as an exemplar of excellent practice to other authorities.

Some of those include:

- The council is identifying what additional action it can take as an employer (e.g. Positive Action) to improve access to apprenticeship and job opportunities for Looked after Children and Care Leavers.
- Councillors from the Corporate Parenting Panel have been trained as mentors for Care Leavers who are not in education, employment or training. In addition the corporate director with responsibility for children's services is mentoring a Care Leaver who has been NEET.
- A Care Leavers' Work Experience Working Party has been set up to enable Care Leavers to experience a work placement within the council. This working party includes young people. Work Experience placements will be functional by the end of May and the pilot will be evaluated at the end of July, to prepare to roll out for a wider range of placements in September.
- The Virtual School head teacher is now responsible for the education of Care Leavers from 16 years of age and Virtual School officers have started to work proactively with this cohort from January 2013.

### **Ref 1013 – Safeguarding: initial assessments done in 10 days**

**Target: 80%, Actual: 31.3%**

#### **Reason not on target and what we are doing:**

Child protection issues are prioritised and pursued immediately and social workers are proactively working towards meeting deadlines, whilst ensuring timely and robust decision making. Whilst the cumulative figure for this indicator for the year is 31.3%, the figures for assessments started in March show that 42% were completed in 10 days and 63% were completed in 15 days. The revised Working Together statutory guidance removes the requirement to have separate initial and core assessments replacing this with a single assessment. The expectation is for this single assessment to be completed within a maximum of 45 days, with a greater focus on professional judgement informing appropriate timeliness in line with Eileen Munro's recommendations.

## Community Results Scorecard – results available later







MEASURES - results available later										
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Priority Indicator	Good Performance = high/low	2010/11 Actual	2011/12 Actual	3 yr trend	2012/13 target	2014/15 target	Lead officer	Data available
	<b>Living in Wiltshire</b>									
1001	Percentage of people satisfied with their local area	N	H	no survey	90%	I	-	-	Maggie Rae	Local survey
	<b>Protect and Safeguard Vulnerable Children</b>									
1006	Children with non-accidental injuries/10,000 children	N	L	109.3	102.2	I	-	-	Amy Bird	June 2013
	<b>Protect and Safeguard Vulnerable adults</b>									
1016	Good quality of life of people who use social services	N	H	19.4 (best in IPF group)	18.8	-	Tbc	-	James Cawley	Provisional June / Official 2014
	<b>Invest in: Our Communities</b>									
1017	Level of participation in regular volunteering	N	H		28.4%	W	-	-	Niki Lewis	Local survey 2013/14 next result
	<b>Invest in: Energy Efficiency</b>									
1028	Lower our carbon emissions from April 2010 to Mar 2015 by 11,823 tCO2	Y	H	742 reduction	1,118 reduction			11, 823 tCO2 reduction	Alistair Cunningham	Due July
	<b>Public Health measures</b>									
1045	Hospital admissions of older people due to falls	N	L	3,129	3,077	I	3,077		Maggie Rae	Summer 2013
1077	Life expectancy – males (yrs)	N	H	79.5	79.6	I	79.6		Maggie Rae	Summer 2013
1078	Life expectancy – females (yrs)	N	H	83.5	83.7	I	83.7		Maggie Rae	Summer 2013
1079	Reduce health inequalities – males (yrs between most and least deprived)	N	L	5.8	6.6	W	6.6	4.47	Maggie Rae	Summer 2013
1080	Reduce health inequalities – female (yrs between most and least deprived)	N	L	3.9	3.8	W	3.8	2.84	Maggie Rae	Summer 2013









































## Council Performance Scorecard – results available later

MEASURES - results available later										
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Priority Indicator	Good Performance = high/low	2010/11 Actual	2011/12 Actual	3 yr trend	2012/13 target	2014/15 target	Lead officer	Data Available
	<b>Overall</b>									
1003	Percentage of people satisfied with the council	N	H	No survey	55.9%	I			Maggie Rae	Local survey
	<b>Invest in: Our Communities</b>									
1020	Environmental and youth spend by area board	N	H				Due mid 2013		Michael Hudson	Mid 2013
	<b>Invest in: Energy Efficiency</b>									
1035	Units of energy used by the council: Electricity	N	L	57,705,401 kwh	56,667,040 kWhs				Alistair Cunningham	July
1036	Units of energy used by the council: Natural Gas	N	L	61,132,670 kwh	56,590,159.24 kWhs				Alistair Cunningham	July
1037	Units of energy used by the council: LPG <i>[NB Liquid Gas is measured in both KG and Litres by different suppliers but for our CRC submissions they are all converted into litres]</i>	N	L	156,012 litres	124,033 litres				Alistair Cunningham	July
1038	Units of energy used by the council: Oil.	N	L	1,829,806 litres	1,572,442 litres				Alistair Cunningham	July
1039	CRC (carbon tax) costs avoided	N	H						Alistair Cunningham	Year End 2013/14
1040	Reduce carbon emissions by 40% (WTP estate)	N	L						Mark Stone	Year End 2013/14



## Annex 2: Programme Status

Key	
	Red - major issue for escalation
	Amber - major issue, mitigation plan in place
	Green - on time, to quality and budget
	Blue - Project complete
	Grey - Suspended
	White - Project not started

Programme	On Time	On Quality/ Performance	On Budget	Resource in place	Overall Status
Economy & Employment (Investment - Action for Wiltshire)					
Local Development Framework (LDF) (Investment)					
Wiltshire Online (Super-fast broadband) (Investment)					
Campus (Transformation)					
Capital Maintenance (Transformation)					
Cloud Programme (Transformation)					
Development Services Transformation Programme					
Education Capital (Transformation)					
Housing Management Programme (Transformation)					
Hubs and Depots (Transformation)					
Information Services (Transformation)					
Knowledge Management (Transformation)					
Localism (Transformation)					
Procurement (Transformation)					
SAP Development (Transformation)					
Service Reviews and Systems Thinking (Transformation)					
Strategic Partner and Employee Engagement (Transformation)					
Waste Transformation (Transformation)					

### **Note re 'Amber' issues:**

The review elements identified as 'Amber' above are described in more detail in a monthly Programme status report to Cabinet and CLT. They will be regularly reviewed by the Service Directors for Transformation and for the Executive Office, to ensure the mitigation is appropriate and that they remain on target and on schedule.

Head of Corporate Programme Transformation. Status: March 2013

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## Wiltshire Council

### Overview and Scrutiny Management Committee

25 June 2013

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#### Wiltshire Council's Draft Business Plan for 2013-17

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#### Purpose of Report

1. To provide an opportunity for the Overview and Scrutiny Management Committee to consider and comment on the first draft of the council's business plan 2013-17.
2. Members are asked to comment on the draft plan with a focus on:
  - the priority areas and actions for the next four years (section 3)
  - the financial challenges and the key areas for investment and disinvestment outlined in the draft four year financial model (Appendix D) to manage the funding gap.
  - the approach to measuring performance and outcomes (section 4) and consider the high level corporate targets and measures using the illustrative list in Appendix C and any other relevant sources of information that could be used to support this document.
  - the draft innovation strategy (Appendix A) and advise cabinet as to whether the council is focusing its resources on the priority areas outlined.
  - the key risks associated with the plan that the council might face over the next 4 years and suggest an approach to how these risks could be minimised.

#### Background

3. This is an important document which sets the council's strategic direction and priorities for the next four years.
4. Wiltshire Council approved its [first business plan](#) and supporting [financial plan](#) (2011-15) in February 2011. The draft business plan for 2013-17 builds on the first plan and sets out the priorities and actions for the next four years.
5. This new business plan is being prepared to reflect:
  - the challenges and changes that the council will face over the next four years; and,
  - the changes to the way the council will have to operate to manage these challenges.
6. Cabinet and the corporate leadership team (CLT) have been working on the draft business plan since May 2013. An early draft reflecting the initial comments from cabinet members, service directors and the Wiltshire Public

Service Board is attached for the Overview and Scrutiny Management Committee to consider and comment on.

### **Main considerations for the Overview and Scrutiny Management Committee**

7. The draft business plan for 2013-17 builds on and extends the vision and priorities as set out in the council's first business plan. Members are asked to note that this is an early draft that requires further consideration, input and editing.
8. The plan is split into four sections:
  - **people and places** – a shared vision of what Wiltshire will be like in 2017 based on evidence about local needs and priorities as published in the [Joint Strategic Assessment for Wiltshire](#) (2012/13)
  - **the council's principles** – how the council will do business, our way of thinking, our leadership style, values, culture and approach to designing and running services.
  - **making it happen** – the priority actions the council will deliver.
  - **measuring success** – what success looks like and how the council will know it is performing well and moving in the right direction.
9. The plan is supported by five appendices:
  - the council's innovation strategy.
  - an indicative four year financial model which is based on a number of assumptions and will be updated after the Comprehensive Spending Review for 2015/16 is announced on 25 June.
  - a list of major strategies, projects and programmes.
  - the council's business planning process.
10. Designed to help the council to be flexible and responsive over the next four years, the final plan will set out the following:
  - the vision and principles fixed until 2017.
  - the priority actions and success measures that could change based on external factors.
  - the financial model that will be updated annually as part of the budget setting process.
  - a vital focus for where to invest, dis-invest and take measures to contain demand.

### **Environmental and climate change considerations**

11. The draft plan identifies 'everyone living sustainably in a high quality environment' as one of the six key outcomes for people and places.

### **Equalities Impact of the Proposal**

12. The draft plan continues to identify protecting the most vulnerable in our communities as a key cross-cutting priority across all six key outcomes for people and places. All the people and place outcomes and priority actions

are based on local needs evidence contained in the Joint Strategic Assessment for Wiltshire 2012/13.

13. The equalities implications of the council's major long-term strategies, programmes and plans have already been approved and were taken into consideration in developing the draft plan.

### **Risk Assessment**

14. The council has considered risk throughout the development of the draft plan and the five year financial model that is aligned to the plan. New risks will continue to be identified and addressed at a corporate and service level through the council's usual risk management arrangements.

### **Financial Implications**

15. A number of high level known and assumed forecasts have been made to provide an initial financial model that sits alongside the plan. These assumptions include projections around growth in demand for services and how these can be managed; reductions in central government funding; inflation and demographic changes. As a result, the initial model forecasts that the council will need to manage a 'real' £83 million reduction in its spending over the next four years. As such the plan provides a vital focus for where to invest, dis-invest and take measures to contain demand.

### **Legal Implications**

16. Legislation affecting governance arrangements is changing significantly and the draft plan will be reviewed to assess the impact these changes may have on the priority actions, measures and outcomes.

### **Next steps**

17. Recommendations from the management committee will be considered by cabinet and CLT before the final business plan is discussed at cabinet (23 July) and council (3 September).

**Carlton Brand**  
Corporate Director

**Carolyn Godfrey**  
Corporate Director

**Maggie Rae**  
Corporate Director

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Date of report: 17 June 2013

### **Background Papers**

None

### **Appendices**

Draft business plan 2013-17

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# Draft Business Plan

2013/17

## The next four years

Wiltshire Council was formed just over four years ago and it is achieving what it set out to do; delivering efficiencies whilst working locally. Like other local authorities we have had to prioritise and focus on how we can do things differently. Although still relatively new, we know where we need to improve and where we can do things better. We also know what works well and where we can build on our strengths and successes. This self awareness and our learning in our first four years, combined with factual data and evidence, and the known challenges we face, has formed the basis of this draft business plan.

Our vision; to create stronger and more resilient communities will continue to underpin our work and provide a clear focus for the actions we take. Our priorities will also continue to focus on what we fundamentally believe to be most important;

- To protect those who are most vulnerable
- To boost the local economy – creating and safeguarding jobs
- To support and enable communities to do more for themselves and be involved in what we do.

In the next four years we will take action in each priority area.

### Protect the most vulnerable

- invest in preventative services for older people and reduce the number of people needing residential care
- provide 2,000 new affordable homes
- invest £46 million to refurbish council housing in the south of Wiltshire
- work with partners to reduce the unintended impact of welfare reform and reduce the number of people in the benefits system in Wiltshire
- improve the attainment and achievement of all children and young people
- invest in early intervention services for parents, children and young people
- reduce child poverty and parental worklessness
- reduce inequalities between the most and least deprived communities and between urban and rural areas
- improve educational provision for disabled children in Wiltshire so that more disabled children can stay in their local community
- provide more support to help looked after children find employment



## DRAFT DOCUMENT

- improve safeguarding services and help vulnerable children and adults achieve better outcomes
- reduce child sexual exploitation
- develop an outstanding permanency and adoption service
- invest in hidden harm approaches
- keep council tax low

### Boost the local economy

- create more high value jobs, apprenticeships and routes into highly skilled work
- make it easy for people to do business with us and encourage organisations to buy locally
- deliver super-fast broadband and improve digital literacy and access to technology to a minimum of 91 percent of Wiltshire
- through City Deal negotiations with central government we are seeking to deliver new higher education places in Wiltshire and Swindon, support military personnel into employment opportunities which fully utilise and enhance their skills and bring forward MOD and public land for local growth
- work closely with the MOD and other partners to make sure the right services and infrastructure (such as employment, skills, education, health and housing) are in place to support the new military bases on Salisbury Plain supporting 14,800 military personnel in Wiltshire
- develop sustainable, community-based local transport supported by local volunteers
- improve Wiltshire's highways infrastructure and influence the government for improvements to rail links and key road networks, such as the A303 and A350.

### Support local communities

- create and develop local operating models for 18 community campuses
- delegate more services and decisions to area boards
- increase democratic participation, voter turnout and encourage people from a wider range of backgrounds to stand as unitary and parish councillors
- build a legacy for Wiltshire following the success of 2012
- encourage people to have healthier, longer and more active lives
- increase recycling and reduce our carbon footprint
- invest to significantly improve the condition of Wiltshire's roads - asking local communities to prioritise the roads in their area most in need of repair.
- improve road safety
- place more services online and use social media to improve access

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We will deliver these actions by;

- [Working with our partners, businesses and communities](#)
- [Managing our resources robustly and sharing resources and facilities, where appropriate](#)
- [Creating a culture that promotes innovation and new ways of doing things](#)
- [Continually looking at what we can do better, delivering improvements and quality services.](#)

This draft business plan sets out how these priorities will be achieved, the actions we will take, the outcomes we will deliver, and how we will continue to grow, thrive, learn and perform in a climate of challenge and change.

## Purpose

The business plan sets our strategic direction for the next four years and beyond. It is split into four parts:

- [people and place](#) – a shared vision of Wiltshire in 2017
- [the council's principles](#) – how we will do business
- [making it happen](#) – our priority actions (2013/14)
- [measuring success](#) - how we will know we are moving in the right direction

It explains how we will:

- help people and places achieve their aspirations
- navigate the challenges ahead
- stay focused on the bigger picture and deliver our shared vision
- allocate resources and make difficult decisions about priorities

At the heart of this business plan is the journey that we will take over the next four years from investment to innovation. Being innovative means fundamentally rethinking the services we provide and whether we should do things differently, making sure everything we do or fund contributes to our vision.

## Context: 2013

Since becoming a unitary authority in 2009, we have achieved a great deal. Despite a 28 per cent reduction in government funding, we have:

- Not increased the council tax
- invested £85 million to improve frontline services.
- delivered £100 million of savings by reducing the number of buildings, managers and staff
- allocated £4 million to support 1,700 community projects secured more than £25 million of investment in the local economy
- developed nationally recognised ways of running services, for example our libraries which are now supported by more than 600 volunteers
- worked locally; helping communities to make decisions and solve local issues through 18 area boards
- increased public satisfaction in council services by 16 percent (people's voice survey 2012)
- been voted the fourth happiest place in the UK (national wellbeing survey, 2012) and fifth best area for business investment (local futures survey 2012)

Wiltshire is already a great place to live, work and visit. This plan sets out how we will work with communities and partners to make Wiltshire even better.

## Contents

- People and place: Wiltshire in 2017
- Principles: Wiltshire Council
- Making it happen
  - People and place
  - The council
  - Working in partnership
- Measuring success

## Appendices

Appendix A: Innovation Strategy (work in progress)

Appendix B: Major strategies, programmes and plans

Appendix C: Corporate success measures (draft – to be narrowed down to 25)

Appendix D: 5 Year Financial Model 2013/14 to 2017/18

Appendix E: Our planning process (draft)

# 1. People and places: Wiltshire in 2017

## ‘What we are all working towards’

The next four years will be challenging for Wiltshire’s communities and public services. For public services the challenge is no longer ‘to do more for less’, but ‘doing things differently for less.’

Doing ‘different for less’ means:

- placing the customers and residents first
- continuing to adopt a ‘can-do’ approach
- starting with a long-term vision before thinking about savings - vision first, money second
- focusing on outcomes rather than costs, processes, problems or actions
- radical change and innovation – developing new ways of running services, new types of services, joining up services that contribute to similar outcomes
- doing the difficult things as well as the easy things and stopping doing things that do not contribute to our vision

This section is about the long term aspirations of Wiltshire’s communities and public services - which we are all working towards. It describes a shared vision of Wiltshire in 2017<sup>1</sup> driven by evidence about needs and priorities in the [Joint Strategic Assessment for Wiltshire](#) .

Our vision for Wiltshire has not changed. We want Wiltshire to have strong and resilient communities. This is supported by the council’s corporate goals of:

- providing high quality, low cost, customer focused services
- local open, and honest decision making
- working with our partners to support Wiltshire’s communities

Strong and resilient communities can be described by our six key outcomes:

- 1) **People in Wiltshire have strong relationships, solve problems locally and participate in decisions that affect them**
- 2) **Everyone in Wiltshire lives sustainably in a high quality environment**
- 3) **Wiltshire has a thriving and growing local economy**
- 4) **Wiltshire has inclusive communities where everyone can achieve their potential**
- 5) **People have healthy, active and high quality lives**
- 6) **People feel safe and are protected from avoidable harm**

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<sup>1</sup> This is built on the [Wiltshire Community Plan 2011-26](#)

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The six outcomes are supported by three cross-cutting priorities:

- protecting vulnerable people
- promoting health and wellbeing
- public services in Wiltshire working together

### People in Wiltshire work together to solve problems locally and participate in decisions that affect them<sup>2</sup>

Wiltshire's communities are self sufficient places where people work together to solve problems with support from public services. Public services understand that providing a service is not always the only or best way to help. Councillors play an active role as democratically elected community leaders and work together to improve local areas. People who feel a sense of belonging and are connected to each other are happier, healthier and less likely to need public services. Involving local people into the service design and delivery process is cost effective - it sharpens the focus of public services, brings in additional resources and achieves better outcomes.

People trust each other, feel a sense of belonging and want to contribute. They know public services will work well together and do things 'with' them, rather than 'to' them. Public services should value everyone's contribution and make it easy for people to participate in decisions.

Public services are run for the community, in the community, by the community. Almost all public services are devolved or jointly designed with and run by, or with communities.

### Why is this important?

In a climate of reducing public resources it is critical that people are able to solve problems locally

### Everyone in Wiltshire lives sustainably in a high quality environment<sup>3</sup>

Wiltshire Council will work to protect the county as an attractive and healthy place to live, work and visit. The countryside, areas of outstanding natural beauty, conservation areas, world heritage sites and listed buildings of historical or architectural interest are protected. Everyone can access open space (including rights of way, canal towpaths, parks and forests) for work and leisure.

Everyone should be able to live in a decent, safe home with fewer people living in fuel poverty. Public services intervene early to stop people becoming homeless and help people adapt their homes to changes in their circumstances, such as disability or illness.

Households, businesses and public services should have a lower carbon footprint. More domestic, commercial and public buildings are energy efficient with renewable technology. A large and growing proportion of waste is recycled.

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<sup>2</sup> Underpinned by: Wiltshire Council Campus Programme and Communities Programme

<sup>3</sup> Underpinned by: [Wiltshire Core Strategy](#), [Energy Change and Opportunity Strategy 2011-2020](#), [Local Transport Plan 2011-26](#), [Housing Priorities Action Plan](#), [Wiltshire Council Waste Management Strategy 2012](#)

## DRAFT DOCUMENT

Wiltshire's transport system meets the needs of local residents and businesses. The transport system promotes sustainable transport in larger settlements and along Wiltshire's main commuting corridors. More people can access jobs, services and facilities in local villages and market towns or online using super-fast broadband.

People and places are supported to deal with unavoidable climate events (e.g. flooding)

### **Why is this important?**

People who live in a high quality environment, with access to good jobs, services, facilities and open space, enjoy better health and wellbeing leading to fulfilling lives<sup>4</sup>

Local homes for local people

Wiltshire's rich and varied natural, historic and built environment is a significant social and economic asset.

The balance between natural, historic and built environment needs to be protected while encouraging sustainable economic growth.

### **Wiltshire has a thriving and growing local economy**<sup>5</sup>

Wiltshire's economy will remain competitive, sustainable and resilient with high levels of inward investment, a broad employment base and a greater proportion of high value and skilled jobs.

Wiltshire will remain one of the best locations in the UK to do business: a destination of choice for new businesses and a place where small and medium businesses (SMEs) can access the capital and support they need to expand. Wiltshire has a growing green economy which creates new jobs and businesses.

Businesses have high survival rates and thrive because of Wiltshire's infrastructure: , links to other major economic zones, superfast broadband and proactive use of surplus public sector land for employment and housing. Local public services and central government agencies have worked together to maximise the economic and social benefits of the military presence in Wiltshire.

People in Wiltshire can access further and higher education courses through new university, college and university technical college provision. More employers offer a wider range of apprenticeships and on the job training and greater numbers of people take up these opportunities. More young people are in education, employment or training. There are low levels of unemployment and worklessness and more people can live independently without benefits or state help. Local people can find jobs which allow them to meet their potential and be self-reliant without commuting long distances.

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<sup>4</sup> [Joint Strategic Assessment for Wiltshire 2012/13](#) - transport, housing, leisure, culture and environment sections, [State of the Environment Report for Wiltshire and Swindon 2012](#)

<sup>5</sup> Underpinned by: Economic Strategy for Wiltshire 2012-15, [NEET Reduction Action Plan 2012-13](#)

## Why is this important?

Without economic growth Wiltshire's communities will not be able to achieve many of the outcomes that matter to them.

Wiltshire's economy has demonstrated a good level of resilience during the recession and post-recession period, but there are some areas of concern<sup>6</sup>. Wiltshire has a higher than average number of 18-24 year olds claiming benefits and 16-18 year olds not in education, employment or training.

While employment rates have remained high, Wiltshire's gross value added is consistently below the national average.<sup>7</sup> Wiltshire needs to create more high value jobs and develop a highly skilled local labour market which attracts new employers. This will have a positive impact on all of Wiltshire's residents by drawing more money into the local market town economy.

By 2020 there will be 14,800 military personnel in Wiltshire. The growing military footprint and changing nature of the army as it becomes more static and UK based will present opportunities for economic growth and increase demand for education, employment, healthcare and housing. The council, MOD and army will need to work together to make sure areas with high levels of military growth continue to have balanced, sustainable communities with opportunities for veterans, military personnel and their families.

## Wiltshire has inclusive communities where everyone can achieve their potential<sup>8</sup>

Everyone receives a high quality education which gives them the skills, knowledge and attitudes they need to succeed. Fewer people in rural and urban areas are isolated or living in poverty, deprivation and social or financial exclusion. Public services work together to identify and reduce inequalities between Wiltshire's towns and rural areas, and across community areas.

Public services focus strongly on prevention and access to evidence-based early intervention services. They help vulnerable people and families with complex needs manage their problems at an early stage before their needs escalate and more intervention is needed.

There is a much narrower achievement or aspiration 'gap' for children and young people from vulnerable groups (such as looked after children, children who receive free school meals or have disabilities, special education needs or mental health issues). More parents can access affordable, high quality childcare. All young people are supported to move into further and higher education, employment or training. The council works effectively with a range of education providers, including schools, colleges and academies.

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<sup>6</sup> [Wiltshire Joint Strategic Assessment 2012/13](#) - economy section

<sup>7</sup> City Deal submission to central government

<sup>8</sup> Underpinned by: Interim Wiltshire Work and Skills Plan, [Children and Young People's Plan 2012-15, 11-19 Commissioning Strategy](#), [Draft Early Intervention Strategy 2012-15](#), [Reducing Child Poverty Strategy 2011-14](#), [Children in Care Commissioning Strategy](#)

## DRAFT DOCUMENT

People with disabilities and long-term health conditions have equal access to jobs, services and opportunities. Every adult has the skills and support they need to stay in, enter or progress in employment.

### **Why is this important?**

Although Wiltshire is generally prosperous, in some areas levels of deprivation and disadvantage are increasing. Some rural communities have undesirable levels of social exclusion as a result of their isolation from essential services and facilities. Currently too many children in Wiltshire are living in poverty. .

Tackling health inequalities requires public services to work together to address the wider determinants of health, such as poverty, employment, poor housing and poor educational attainment.

Children in vulnerable families with multiple social, economic and health issues are less likely to achieve their potential. Focusing on prevention and early intervention can narrow the gaps for children at risk of poorer outcomes by encouraging public services to work together more effectively.

Educational achievement in Wiltshire is generally in line with or better than in similar local authority areas, but there is a wider than average gap between the attainment of some children in vulnerable groups and their peers.<sup>9</sup>

### **People in Wiltshire have healthy, active and high quality lives<sup>10</sup>**

Public services support people of all ages to take responsibility for their own physical and mental wellbeing. People make informed choices about smoking, drugs, alcohol, healthy eating, exercise and sexual health. Wiltshire will be a county that actively encourages, provides and enables positive activities for people. Fewer people die prematurely or suffer from preventable ill health.

Everyone can play an active role in their community: people are connected with each other and volunteer to give and receive support. People find it easy to access the services they need.

Public services work together to provide integrated care which works well for individuals, families and carers. Young people with disabilities, learning difficulties or special educational needs find it easy to manage the transition into adulthood and access a wide range of supported, independent living and work opportunities. People that need care and support (for example because of their disability, age, physical or mental health needs or those of someone they care for) have control over their daily lives and can shape services around their needs and aspirations.

More disabled and older people with long term health conditions can choose to stay independent and keep living in their own homes. Less people make long term decisions about their future care

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<sup>9</sup> [Wiltshire Joint Strategic Assessment 2012/13](#) – deprivation and children and young people, complex families and safeguarding sections

<sup>10</sup> Underpinned by: [Draft Wiltshire Health and Wellbeing Strategy](#), Public Health Business Plan



## DRAFT DOCUMENT

at a moment of crisis. Public services help people with disabilities and long-term health conditions that are able and willing to work find and keep jobs.

People are protected from infectious diseases and other threats to health. Long term health conditions (such as cancer and cardiovascular disease) are diagnosed and treated at an early stage.

### **Why is this important?<sup>11</sup>**

Without action, demand for health, social care and mental health services is predicted to increase substantially, putting strain on carers and public services. Ill-health and physical inactivity have financial implications for public services.

Wiltshire's retirement age population is predicted to increase from 21.5% of the population in 2011 to 29.8 % in 2026. Wiltshire already has significantly higher than average numbers of vulnerable adults and older people with learning disabilities, physical impairments and mental health needs. This will place enormous pressure on already stretched resources. By 2020 the number of older people with dementia will double and the number with long-term health conditions will triple. Without a new approach these increases are unaffordable.

### **People feel safe and are protected from avoidable harm<sup>12</sup>**

Wiltshire should remain one of the safest places in England with very low levels of crime, anti-social behaviour.

Public services work together to prevent and reduce the causes of crime, anti-social behaviour, abuse and neglect, such as alcohol and substance misuse, poverty, deprivation, unemployment and poor mental health. They pro-actively identify vulnerable children and adults at risk of being harmed, harming themselves or harming others and intervene early to support and protect them from avoidable harm.

Families receive co-ordinated and timely multi-agency support which reduces the number of children and young people that need to be taken into care. Public services provide outstanding children's and adults safeguarding services. All vulnerable people receiving care and support in residential homes and hospitals are protected. All children in care have stable, long-term placements and there is a good supply of well-trained and supported adopters. Fewer children in care have criminal records.

(what we want – make clear – work towards) People feel safe, especially at night and when travelling. Wiltshire has safe roads with fewer accidents and very low levels of drink/drug driving. Wiltshire has a safe night time economy: licensed premises sell alcohol responsibly and are not 'hotspots' for violence and antisocial behaviour. Communities take local action which successfully prevents and resolves issues with antisocial behaviour and low level crime, such as community speedwatch.

Public services support victims of crime and help offenders to develop lives away from crime by

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<sup>11</sup> [Health and Wellbeing Joint Strategic Assessment 2012/13](#)

<sup>12</sup> Underpinned by: [Wiltshire and Swindon Police and Crime Plan](#), Wiltshire Community Safety Partnership Action Plan, [Wiltshire Hidden Harm Strategy 2011-14](#), Road Safety Strategy

## DRAFT DOCUMENT

providing appropriate accommodation, access to education, training and employment and treatment for drug and alcohol addiction.

### **Why is this important?**

Wiltshire is currently one of the safest counties in England - crime reduced by 22 percent between 2010 and 2011. However, there are still some concerns about road safety, domestic abuse, drug and alcohol misuse and anti-social behaviour.

The number of children in need and children in care is rising.

The safeguarding of children and adults is a key priority. Combating child sexual exploitation (CSE) is a significant national priority. Safeguarding services in Wiltshire are improving and the council is on an improvement journey which will make sure all children and young people are safe and achieve the best possible outcomes.

# 2. Principles: Wiltshire Council

## ‘Changing the way we do business’

To achieve the outcomes in section 1 public services and communities need to find new ways of working together.

This section explains our part of the deal – what communities (and partners) can expect from us. This is all about *how* we do business: our way of thinking, leadership style, values and behaviours and approach to designing and running services. The council will continue to develop innovative strategies and approaches and act as a ‘market leader’ for local government transformation.

Everything we do will reflect our corporate goals of:

- providing high quality, low cost, customer focused services
- ensuring local, open and honest decision-making
- working with our partners to support Wiltshire’s communities

To do this we have developed a set of eight principles:

### 1. **The council is a community leader, not just a service provider**

The council has a unique and distinct role as Wiltshire’s democratically elected body. Our councillors champion a shared vision for all public services in Wiltshire, act as a strong advocate for people and places and make sure Wiltshire gets a fair deal nationally. We work effectively with partners (such as Clinical Commissioning Groups, the police, fire, housing associations and academies, the voluntary and community sector) to achieve better outcomes.

### 2. **We are efficient and provide good value for money for our residents**

We make sure everything we do or fund has a clear business case and adds value for people and places. We budget based on the contribution all our spending makes to our vision, rather than starting with savings to be made. We reduce future spending requirements by investing in high quality, preventative services targeted at people who need them.

### 3. **We put outcomes for people and places first and the organisation second**

We measure our success as an organisation by the outcomes achieved by Wiltshire’s people and places. We work innovatively and effectively with partners and focus on the bigger picture. We share resources and support service functions with other public services and use technology, buildings and other assets flexibly to maximise value. . We are an organisation that

- Places its customer first
- Strengthens its communities
- Adopts a ‘can-do’ approach in everything we do

### 4. **We develop a new relationship between public services and communities**

We help communities stay active and become more self-reliant by doing things ‘with’ them, rather than ‘to’ them. We are inclusive and make it easy for everyone, especially hard to reach groups, to participate and engage with their community and public services. We understand

## DRAFT DOCUMENT

the impact of our actions and deliberately design our services to promote positive, healthy behaviour. We limit the interference of public services in people's lives. Our staff help communities and local organisations experiment with new innovative solutions to local issues.

### 5. **We design all our services with residents and communities**

We involve residents and communities in developing all council services (including outsourced services) and design our services to meet local needs and aspirations. We use systems thinking principles in every community and every service. Our staff know how to have good conversations with communities about expectations, resources and priorities.

### 6. **Our services work well, are joined up and easy to access**

Our services work together, and with other public and community services, as a whole system for people and places. All our services measure their performance against the expectations and experience of their customers. We make it easy for people to access services in locations that make sense to them. We are not attached to a specific way of running services and make decisions based on data and evidence. Our staff focus on making services work better for customers and think in terms of customer systems rather than services or professions.

### 7. **We have and grow outstanding leaders and managers**

Our councillors, directors and managers are outstanding leaders who communicate our vision and philosophy in a way that is understood by all our staff. They work together well and turn the cabinet's vision into a reality for people and places. We develop our current and future leaders and managers and provide clear career paths for high performing and high potential staff at all levels. Poor performance is tackled quickly and with dignity.

### 8. **Our staff are innovative and have a can-do approach**<sup>13</sup>

We have a proud, committed workforce and attract talented employees through our strong employer brand. Our staff are innovative, open to challenge, act on feedback and learn quickly from mistakes. They have a can-do approach and constantly look for more effective and joined up ways of serving customers.

**One council, one culture, one business:** We will develop service plans for all our services which highlight:

- their key objectives, outcomes and priorities
- specific issues and challenges
- where they will innovate and how they will develop major new operating models
- how they contribute to the outcomes in section 1
- what our principles mean for the way staff in that service do business

More information on the content of service plans is available in Appendix B.

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<sup>13</sup> [Wiltshire Council's People Strategy 2012-15](#) and [Behaviours Framework](#)

# Making it happen

## *‘What we will do – our priority actions’*

This section is about what we will do to help Wiltshire’s communities achieve the vision in section 1 and adopt the principles in section 2 across the organisation. It describes our key priority actions for:

- the people and place outcomes (section 1)
- the organisation (section 2)
- working with partners

Unlike our vision and principles which are fixed for the lifetime of this plan, our priority actions are expected to change over the lifetime of this plan. If we still have the same priority actions in 2017/18 as in 2013/14, these would be the wrong actions.

We know that flexibility will be important to us over the next four years. The journey to 2018 will be a complex one with demographic, political, economic, environmental and technological challenges ahead.

Based on current projections of growth and central government spending reductions we will need to save £83 million between 2013/14 and 2017/18. This will be achieved by reducing staff costs, improving the efficiency of services through systems thinking reviews, introducing new service strategies and policies, stopping doing things that do not contribute to our vision and improving our procurement practices. More information about our financial model for the next five years, including assumptions about growth and cuts in government expenditure, is available in Appendix D.

There will also be challenges for specific services which will be outlined in detail in individual service plans. All of these challenges will have an impact on how we operate and the actions we need to take to achieve our vision.

## People and places

### People work together to solve problems locally and participate in decisions that affect them

Priority actions:

- **develop an enhanced role for Area Boards** – we will delegate more services and decisions about frontline services and responsibilities to Area Boards, town and parish councils. We will continue to delegate land, facilities and assets to communities and support local solutions to problems. We will develop and pilot enhanced community budgets with our partners for some frontline services.
- **create a campus opportunity in each community area and develop local operating models for campuses** – community campuses are a new method of bringing public and community

## DRAFT DOCUMENT

services (such as police, health, leisure and council services) together in a fit for purpose building or collection of buildings, designed and driven by Community Operations Boards (community representatives working under the auspices of Area Boards). We will support COBs to develop local 'pictures' of where services will be delivered in future and rationalise the public estate in each area to ensure long-term viability. We will work with the RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce) to develop future community-led operating models for the campuses..

- increase democratic participation, voter turnout

### Everyone lives sustainably in a high quality environment

Priority actions:

- increase recycling and reduce our carbon footprint – we will encourage waste prevention and re-use and reduce the carbon footprint of our buildings, fleet and street lighting and support our staff and schools to adopt carbon efficient behaviours.
- develop sustainable, community-based local transport – we will work with communities to explore the potential to develop community owned and operated transport schemes supported by local volunteers
- encourage the building to build 2,000 new affordable homes by 2017, work closely with social housing providers and invest £46 million to refurbish council housing in the south of Wiltshire
- use our planning powers to protect the countryside and maintain the vitality of market towns and local high streets – we will implement the Wiltshire Core Strategy, help town and parish councils plan the future of their areas through the neighbourhood planning process..

### Wiltshire has a thriving and growing local economy

Priority actions:

- support the Swindon and Wiltshire Local Enterprise Partnership (LEP) – the LEP is a business led partnership between the private sector and local authorities which provides strategic economic leadership across Wiltshire and Swindon. The partnership focuses on four key areas: inward investment, stimulating growth, creating jobs and economic infrastructure
- work with the LEP, MOD and armed forces to implement the Swindon and Wiltshire City Deal – through our City Deal negotiations with central government we are seeking to deliver new higher education places in Wiltshire and Swindon, support military personnel into employment opportunities which fully utilise and enhance their skills and bring forward MOD and public land for local growth.
- work closely with the MOD and other partners to make sure the right services and infrastructure (such as employment, skills, education, health and housing) are in place to support the military basing programme and maximise the benefits of the army becoming more static and home-based for all parts of the community – as part of the Army Basing Plan the government is investing £850 million to develop new military bases on Salisbury Plain. By 2020 there will be 14,800 military personnel in Wiltshire. An additional 2,400 new homes will need to be built to meet the needs of increasing numbers of military personnel. This will present

## DRAFT DOCUMENT

opportunities to build on the work of the Military Civilian Integration Programme and create more integration into society.

- [create more high value jobs, apprenticeships and routes into highly skilled work](#) – we will encourage a wider range of employers to provide higher apprenticeships and lead by example by increasing the number and range of apprenticeships offered by the council
- [work with partners to support people through welfare reform and through employment reduce the number of people in the benefits system in Wiltshire](#) – we will work with the Department of Work and Pensions to support claimants to make the transition from existing structures to Universal Credit.
- [deliver super-fast broadband and improve digital literacy and access to technology](#) – we will work with BT to roll out super-fast broadband to a minimum of 91 percent of Wiltshire and offer information and support to businesses and residents
- –We will increase the spending to re-address the historic backlog in highways maintenance.

### **Wiltshire has inclusive communities where everyone can achieve their potential**

Priority actions:

- [improve the attainment and achievement of all children and young people](#) – we will promote school improvement, support the Wiltshire Learning Trust and work closely with private, voluntary and independent sector partners, including Wiltshire College and academy sponsors within a self-governing system
- [continue investment in early intervention services for parents, children and young people and commission preventative services for complex families that do not meet the threshold for children’s social care](#) – we will work with partners to reshape and redesign multi-agency services for families with complex needs.
- [reduce child poverty and parental worklessness](#) – we will implement the [reducing child poverty strategy](#). This includes strengthening links between health services and children’s centres, encouraging parents to take up free early years education, working with schools to address achievement gaps for vulnerable children, tackling worklessness and financial exclusion and developing a targeted approach.
- [Promoting equal opportunities](#) - we will work with our partners so that everyone has equal opportunities, is free from discrimination and harassment, is able to get along well in our communities and is able to participate and feel valued in our work.
- [improve educational provision for disabled children in Wiltshire to enable them to stay in their local community](#)
- [provide more support to help care leavers find suitable employment](#)

## DRAFT DOCUMENT

### People have healthy, active and high quality lives

#### Priority actions:

- **public health transformation and integration** – we will embed public health at the heart of the council and roll out public health expertise to all our services, such as leisure, social care, housing, energy and planning. The public health service promotes healthy behaviours, choices and environments to help Wiltshire’s population stay healthy, manages infectious diseases and encourages health resilience.
- **invest in preventative services for older people and reduce the number of people needing residential care** – we will extend and develop our nationally recognised help to live at home programme to cover the whole health and social care system. We will encourage providers to improve the conditions and quality of the social care workforce and encourage developers to build more appropriate accommodation for older people.
- **develop joint arrangements with the NHS** – we will work with the Wiltshire Clinical Commissioning Group (GP commissioners) to develop a full joint commissioning strategy for out of hospital care, create a multi-disciplinary primary care team across health and social care and develop pooled budgets.
- **support the development of the Health and Wellbeing Board (HWB) and implement the Joint Health and Wellbeing Strategy**- the HWB brings together elected councillors, commissioners of health, social care and public health services and representatives from Local Healthwatch. The Joint Health and Wellbeing Strategy sets the commissioning priorities for health and social care in Wiltshire.
- **implement the disabled children and adults pathfinder project for children and young people with special educational needs and disabilities (SEND)** –We will develop Wiltshire’s local offer for children and young people with SEND aged from 0 to 25 and improve the transition between children’s and adult services. This includes a single assessment framework across health, education and social care, lead SEND workers who take child- centred approach across the whole system and personal budgets.
- **encourage people to have healthier, longer and more active lives** – we will build on existing links between public health and leisure services to make sure we maximise opportunities to promote healthy behaviours, targeting support at those that are in most need

### People feel safe and are protected from avoidable harm

#### Priority actions:

- **improve safeguarding services and help vulnerable children and adults achieve better outcomes** – we will continue our ambitious improvement journey and provide outstanding safeguarding services.
- **child sexual exploitation** – we will work with partners to implement the plan to identify and eliminate child sexual exploitation



## DRAFT DOCUMENT

- **develop an outstanding adoption service for all children whom adoption is in their best interests**– we will work with our voluntary sector partners to speed up the adoption process, increase the number of adopters and make sure all adopters are well trained and supported and involve children and adopters in shaping the adoption service
- **emergency planning and health protection** – we will work with the Swindon and Wiltshire Local Resilience Forum, local Flood Working Groups and other partners to make sure Wiltshire is prepared for and resilient to extreme weather events and major health incidents
- **work closely with the Police and Crime Commissioner, Police and Crime Panel and Community Safety Partnership** – we will build relationships, agree joint strategies and deliver joint projects through the Community Safety Partnership to ensure a high performing partnership with the Police and Crime Commissioner.
- **invest in hidden harm approaches** – we will protect children and young people from parental alcohol and drug problems and support families to stay together wherever safely possible
- **improve road safety** – we will continue to deliver a road safety education, training and publicity programme, implement local safety schemes for sites with high collision rates and proven speeding problems and support schools that wish to develop school travel plans. We will encourage local solutions to road safety issues and work with our partners to support road safety schemes, such as community speedwatch.

## Organisation

### The council is a community leader, not just a service provider

#### Priority actions:

- **build trust, understanding and a shared vision across public services** – we will work with the Wiltshire Public Service Board and Wiltshire Assembly to set a clear strategic direction and delivery agenda for all public services in Wiltshire. We will use our shared work programmes to develop high quality relationships with partners.
- **support councillors to act as leaders, advocates and brokers for their local divisions and community areas** – we will provide ongoing personal development to help new and existing councillors develop the skills they need to be effective community leaders
- **promote service design from a customer’s point of view that takes into account the JSA, local priorities and plans and uses pooled budgets and integrated services where this is appropriate and will improve outcomes for people and places.**

### We are efficient and provide good value for money for our residents

#### Priority actions:

- **develop a four year financial model and medium term financial strategy based on robust assumptions** – our medium term financial model (Appendix D) shows how we will deliver the outcomes and actions in the business plan. It highlights the key areas for investment and

## DRAFT DOCUMENT

disinvestment and describes how we will address the £83 million reduction in our funding over the next four years by doing things differently. It is based on a number of assumptions about future growth, reductions in central government funding, inflation and demographic changes. Our four year financial model will be updated every year through the council's budget setting and monitoring process. Our medium term financial strategy will provide more detail on our long-term strategy for aligning our resources to deliver the vision in this plan.

- **make it easy for people to do business with us and encourage organisations to buy locally** – we will continue to review our procurement process and improve the commercial skills and knowledge of our staff resulting in buying at lower prices.
- **invest in frontline services, prevention and early intervention** - we will focus our effort and resources on services targeted at those who most need them.
- **keep council tax low** – we will make sure there is a 0% increase until 2015/16 and strive to extend this policy further into the business planning period to allow us to maintain our position as one of the lowest council tax authorities in the country.
- **build closer working relationships with town and parish councils and continue to devolve services and responsibilities to them**

### We put outcomes for people and places first and the organisation second

Priority actions:

- **we will use technology, buildings and other assets flexibly** – we will continue to rationalise and make better use of our land and building assets, moving from 95 buildings to three hubs and up to 18 community campuses. Over the next three years we will release or find new ways of using or generating income from the remainder of our estate.
- **we will deliver a joint transformation programme across the whole council and with the police and extend this to include other public and voluntary sector bodies throughout Wiltshire** – we will continue to develop campuses in all our community areas (using a systems thinking approach to re-design services around customers), reduce the number of buildings we own and acquire commercial knowledge and behaviour. The strategic integration of council and police services will build on shared objectives across the council's business plan and the Wiltshire Police and Crime Plan.
- **reduce spending on support service functions from the current 9% of our total spending to 6% and share support services functions with partners** – we will work towards fully integrating all our support services with partner organisations, especially Wiltshire Police
- **develop joint action plans with our partners / partnerships and service plans for all council services** – we will agree joint action plans with our partners and implement joint strategies to address key issues affecting all public services in Wiltshire, such as demographic changes, obesity etc. We will develop service plans for all our services which include evidence from the JSA, the political priorities of our cabinet, the business plan outcomes, principles and priority actions, ideas for innovation and transformation, financial challenges and our major people and place strategies, plans and programmes.

## DRAFT DOCUMENT

- **create more flexible job roles which make it easier for people to move between services** – we will develop a secondment programme across the public, private and voluntary sector in Wiltshire to enable flexible and rapid deployment of staff resources

### **We develop a new relationship between public services and communities**

#### Priority actions:

- **support communities to be active and self-sufficient** – we will help people in communities connect with each other and make better use of resources they already have (e.g. by further adopting an asset based community development approach)
- **put more services online and use more social media** – we will put more of our high volume, low value services online and develop new ways of communicating with our residents through social media
- **develop the capacity of staff in all services to work with communities**

### **We design all services with residents and communities**

#### Priority actions:

- **campuses and transformation programme** – (see [priority actions](#) above) we will work with the RSA, through our partnership agreement to develop innovative ways of involving communities in designing and delivering services
- **implement the communities programme** - the communities programme sets out how the council will give local people more influence over public services and decisions that affect them. This includes developing community-based service planning and performance reporting where appropriate, helping communities access approaches and support to tackle local issues and finding new ways for people to participate in council decisions.
- **further embed systems thinking across the council and help public and community / voluntary sector organisations develop systems thinking practice** – we will continue to review individual services and review people, places and buildings as whole systems to improve performance outcomes and reduce costs together.

### **Our services work well, are joined up and easy to access**

#### Priority actions:

- **develop an innovation strategy (appendix A) which provides a clear focus for innovation and develop a culture which welcomes and implements innovative ideas** – we will make sure we maintain our position at the cutting edge of local government thinking and encourage all our staff to constantly innovate and deliver radical solutions to the challenges we face.. We will introduce a clear process for identifying and implementing new ways of doing things.
- **review and improve the way we use information and evidence to make decisions** – we will make sure data, information and evidence drive all our decisions by rolling out public health and systems thinking expertise to the whole organisation. Information and data will be

## DRAFT DOCUMENT

compliant and well managed in line with the expectations of the national Information Commissioner.

- **view culture and behaviour as an important part of service transformation which sits alongside and complements systems thinking** - we will build on the work we have piloted in the planning service and economy and enterprise service to analyse and improve the culture of services which are the subject of systems thinking reviews where this is appropriate

### We have and develop our outstanding leaders and managers

Priority actions:

- **help all our leaders and managers access coaching training and use coaching methods in their day to day activities** - we will develop our in-house coaching capacity and use coaching to help our staff become more self-reliant and resilient to change
- **develop our future leaders** – we will create a leadership programme which provides a clear career pathway with coaching, further education, development, learning set and networking opportunities for high performing and high potential staff at all levels

### Our staff are innovative and have a can-do approach

Priority actions:

- **implement the behaviours framework and actions in the people strategy** – our [behaviours framework](#) sets out how our staff are expected to approach their work, our [people strategy](#) provides a framework for making sure we have the right people in the right roles with the right skills and abilities
- **attract, retain and develop talented staff with the skills and values to achieve our vision** – we will recruit creative, innovative people who are ambitious for themselves and Wiltshire's communities. We will continue to support the national graduate trainee programme. As the number of local authority staff reduces, we need people who are capable of taking on multiple roles across a number of services; people who work well with complexity and innovation. We will develop people who can do this by offering internal and external secondment opportunities whilst also dealing with poor performing staff in a robust and timely manner.

## Working with partners

We know we cannot achieve the outcomes in section 1 or deliver the actions in this section acting on our own. We will continue to work with our key partners across the public sector (including Wiltshire Police, the Police and Crime Commissioner, Wiltshire Clinical Commissioning Group, Wiltshire Fire Service, the military, Job Centre Plus and other government agencies, Wiltshire College, academies, training providers and housing associations), private sector and voluntary/community sector to achieve positive outcomes for Wiltshire’s communities.

The diagram below shows how our current major partnerships contribute to the outcomes in section 1. Many of the partnerships currently contribute to more than one of the outcomes, but for the sake of simplicity the diagram highlights the main outcome for each partnership. We will review these arrangements from July 2013 to make sure our partnerships are delivering these outcomes effectively. This section will be updated after the review is completed.



# 4. Measuring success

Measuring success is about how we will know we are performing well and moving in the right direction to achieve our vision (the outcomes in section 1 and principles in section 2). The purpose of measuring success is to learn and improve so we can do more things that contribute to our vision, or apply successful actions to new areas.

We will use three levels of information to measure success:



This section explains what we will measure at level one: our corporate measures.

We have two sets of corporate measures for:

- people and places (the outcomes in section 1)
- the council - the principles in section 2

For each outcome or principle we have created a clear set of success criteria and one or two corporate measures. Beneath the corporate measures there are baskets of service measures developed with our services and service directors. Our service measures are predominantly drawn from systems thinking and focus on customer experience or customer purpose. We have avoided arbitrary targets wherever possible because these drive waste and inefficiency.

## DRAFT DOCUMENT

An example of corporate and service measures is shown below:

2017 Outcome	We will be successful when:	Corporate measure (Level One)	Service measure (Level Two) - draft
Everyone lives sustainably in a high quality environment	<ul style="list-style-type: none"> <li>• People’s perceptions of what it is like to live in Wiltshire are maintained or improving</li> <li>• Everyone can afford to live in a decent, warm, safe and energy efficient home</li> <li>• Wiltshire has an attractive, green and sustainable environment</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• % of residents that are satisfied their local area as a place to live</li> <li>• Wiltshire’s carbon footprint</li> <li>• quantity of waste produced per household after recycling and composting</li> <li>• Number of affordable homes built</li> <li>• Number of excess winter deaths</li> <li>• Air pollution</li> </ul>	<ul style="list-style-type: none"> <li>• Energy efficiency in homes and businesses</li> <li>• Our carbon footprint</li> <li>• Bus stops and bus services</li> <li>• Quality of local authority owned social housing</li> <li>• Tenant satisfaction with private rented accommodation</li> <li>• Housing waiting lists</li> </ul>

A full list of our corporate measures is available in Appendix C of this document.

Some of our corporate measures are very long term and information will only be available once a year or more infrequently. To make sure we can continue to track our performance, some of our service measures will be used as short-term proxies or indicators for long-term corporate measures.

Any relevant information on the likelihood of success (this could be from risk, policy, performance, research and finance) will be escalated from levels two and three to a corporate level (level one) where necessary.

## DRAFT DOCUMENT

### **Appendix A: Innovation Strategy**

Innovation is about thinking differently and experimenting with new and improved solutions to problems– it is how we do the ‘different’ in ‘different for less.’ The challenges we face over the next four years are simply too big for us not to innovate.

We already have a very strong track record on innovation: several of our services are at the cutting edge of local government and have been nationally recognised.

In the same way that having fewer resources means everything we do or fund must add value for Wiltshire’s communities, we need to make sure all our innovation matters. This strategy is designed to help us concentrate our efforts on areas that will make the biggest difference to local people and places.

Our business plan helps us identify the right things to work towards; our innovation strategy helps us do the right things well.

This strategy explains:

- what innovation means at Wiltshire Council
- our priorities for innovation – the five big/wicked problems we need to solve
- how we will create the right conditions for innovation
- how we will measure the impact of innovation

This is an innovation strategy for the whole organisation. All our services will identify specific ideas for service level innovation as part of the service planning process.

#### **Innovation at Wiltshire Council**

The main purpose of innovation is to find better ways of helping Wiltshire’s communities achieve the outcomes in our business plan. Although we know we need to save £83 million over the next four years and innovation will be the way we do this, focusing on costs is not the most effective way of reducing costs.

At Wiltshire Council innovation means two things. Firstly, finding and implementing new ideas, models and ways of thinking. Secondly, replicating and ‘mainstreaming’ successful solutions across our services and those of partners.

Our approach to innovation:

- all our innovation matters - we do not believe in change for change’s sake and say ‘no’ to ideas that will not help us achieve our vision
- we focus ideas on the root causes of problems rather than symptoms and on outcomes rather than processes
- the people most likely to come up with a successful solution are those closest to the problem – our frontline staff and our customers
- a good idea is a good idea regardless of who or where it comes from
- our services need to justify ‘standing still’ – ‘standing still’ is often going backwards
- we cannot innovate on our own – we work with partners to achieve better outcomes



## Our priorities for innovation

Innovation is risky and cannot happen everywhere simultaneously. Our innovation over the next few years will focus on solving five 'wicked' problems:

1. **Finding new, sustainable ways of working with communities** – we are already nationally recognised for our Area Boards and Campus Programme, but we need to go further in helping communities shape and run more public services without feeling over-burdened.

We will expand our work with the RSA to find new ways of thinking the unthinkable. Crucial to this will be turning the organisation 'outside-in' and understanding how communities naturally think and work together without restricting them to traditional public service structures.

2. **Prevention and early intervention** – we need to find ways of predicting and reducing demand for services before it happens, rather than responding to it. This will be important for all our services, but particularly for health, social care and services for vulnerable families.
3. **Unlocking the value of data and using it to drive everything we do** – we will encourage data-sharing across all public services, recognise the need to take a completely different approach to data and open up our data to experts outside the council. We need to get better at using data to predict demand before it happens. There are some key links between data and prevention/early intervention, for instance in New York the mayor is using data to predict where crimes will happen before they happen.
4. **Using money and other financial vehicles/resources to deliver our vision** – we need to do more with our money, buildings, land and other resources and attract more external investment into our services.
5. **Using technology as a way of improving customer experience and driving behaviour change** – we will need to find effective ways of using technology to spread and encourage positive social practices, for example through time-banking initiatives like spice. We need to achieve the right balance between technology and care, for example through telecare.

There are also some services which are key priorities for our customers – highways, adult care, children's services, schools, getting young people into employment.

### **Creating the right conditions for innovation**

To create the right conditions for innovation we will:

- have strong and strategically focussed leaders who articulate a clear vision, are willing to take risks and accept some failure as an inevitable product of innovation and take a long term view
- challenge managers to create a safe environment where staff feel their ideas are valued and listened to (even if their ideas are not implemented)
- create clear routes for staff at all levels to suggest and implement new solutions to our five wicked problems –
- work with public and private sector innovation partners to challenge our thinking and provide a fresh perspective
- identify and support our current and future innovators through mentoring, coaching and secondments
- help our staff spot connections, see across systems and focus on customer experience across service and professions

### **Measuring innovation**

We will use our corporate and service level measures (see section 4 and Appendix C) to:

- identify new priority areas for innovation
- evaluate the impact of new ways of doing things on outcomes for people and places

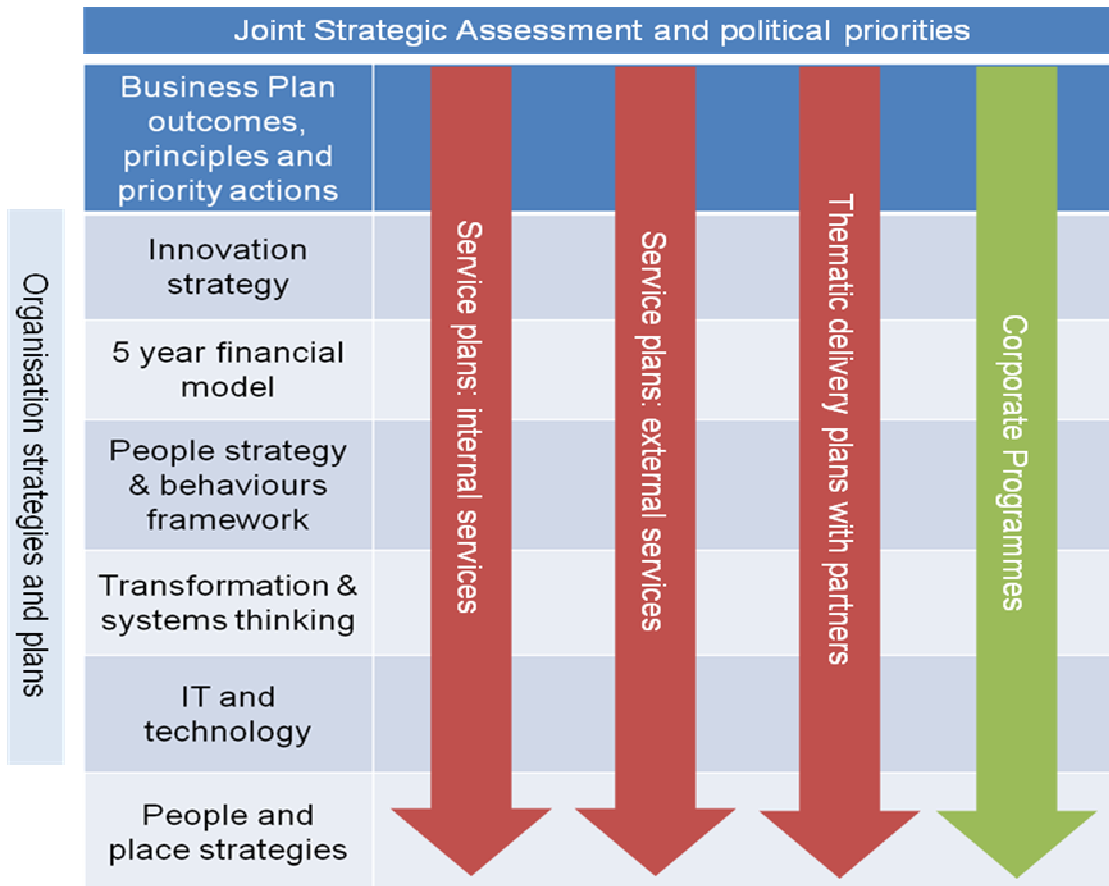
This will include measures based on:

- an innovation climate survey questionnaire
- the number of ideas raised and the percentage of these ideas that are implemented
- customer experience

We know that failure is an inevitable part of innovation and we are committed to the principle that nothing is 'too big to fail' – if things are not working we will use our measures to acknowledge this and make changes.

**Appendix B: Major strategies, programmes and plans**

We will develop service plans and thematic delivery plans and review the content of corporate programmes from September 2013.



**Major people and place strategies**



People and place measures

2017 Outcome	We will be successful when:	Measure
<p><b>People have strong relationships, solve problems locally and participate in decisions that affect them</b></p>	<ul style="list-style-type: none"> <li>• People are more engaged within their communities</li> <li>• People feel more engaged with service delivery and decisions</li> </ul>	<ul style="list-style-type: none"> <li>• % of residents who feel they strongly belong to their local area</li> <li>• % of residents who agree that they can influence decisions affecting their local area</li> </ul>
<p><b>Everyone lives sustainably in a high quality environment</b></p>	<ul style="list-style-type: none"> <li>• People’s perceptions of what it is like to live in Wiltshire are maintained or improving</li> <li>• Everyone can afford to live in a decent, warm, safe and energy efficient home</li> <li>• Attractive, green and sustainable environment</li> <li>• Availability of public transport</li> </ul>	<ul style="list-style-type: none"> <li>• % of residents who, overall, are satisfied with their local area as a place to live</li> <li>• Reduction in Carbon Footprint for County</li> <li>• % (or volume) of waste to landfill &amp; recycled</li> <li>• Quantity of waste produced per household after recycling and composting</li> <li>• New affordable homes built</li> <li>• Excess winter deaths</li> <li>• Air pollution</li> </ul>
<p><b>Wiltshire has a thriving and growing local economy</b></p>	<ul style="list-style-type: none"> <li>• Businesses have access to the infrastructure and capital they need to thrive and expand</li> <li>• Local businesses feel supported</li> <li>• Local business perceptions of the council are improving</li> <li>• Employment levels increase (relative to national and SW averages)</li> </ul>	<ul style="list-style-type: none"> <li>• Wiltshire’s place nationally in the location of choice for businesses survey.</li> <li>• Number of businesses supported by Council service</li> <li>• % of business giving a positive response to questions relating to council services</li> <li>• Job Seekers Allowance Claimant Rates - trend (split by age?)</li> <li>• Young people in EET and/or availability of apprenticeships or number of NEETs (may be easier to measure)</li> <li>• % of working age adults with level 3 and above qualifications (trend)</li> </ul>
<p><b>Wiltshire has inclusive communities where everyone can achieve their potential</b></p>	<ul style="list-style-type: none"> <li>• People feel different communities get on well together</li> <li>• Educational attainment is increasing (and the gap reducing)</li> <li>• There are more opportunities for young people</li> <li>• Fewer people live in poverty</li> </ul>	<ul style="list-style-type: none"> <li>• % of residents who feel Wiltshire is a place where people from different backgrounds get on well together</li> <li>• % young people achieving 5 GCSE’s A-C or equivalent qualifications</li> <li>• % Care leavers in EET and suitable accommodation</li> <li>• Reduced levels of child poverty/deprivation</li> </ul>

		<ul style="list-style-type: none"> <li>• Early years measures</li> <li>• Gap in life expectancy between most and least deprived</li> </ul>
<b>People have healthy, active and high quality lives</b>	<ul style="list-style-type: none"> <li>• People take responsibility for their own health and wellbeing</li> <li>• There are positive impacts from services for elderly, disabled residents and their carers</li> <li>• Adult safeguarding is secured</li> <li>• Children and young people are safeguarded and protected</li> </ul>	<ul style="list-style-type: none"> <li>• % of residents who give a positive response to questions relating to their general health</li> <li>• Age standardised mortality rates</li> <li>• Healthy life expectancy rates</li> <li>• % of residents who feel positive response about the amount of physical activity they undertake</li> <li>• Older people helped to live at home</li> <li>• % of social care clients reporting that services have increased the overall control they have over their daily life and their quality of life</li> </ul>
<b>People feel safe and are protected from avoidable harm</b>	<ul style="list-style-type: none"> <li>• Crime and anti-social behaviour (ASB) reduces</li> <li>• People perceive their communities to be safer</li> <li>• Victims of Crime are supported</li> <li>• Families are supported at an early stage</li> <li>• Wiltshire has improved safety on our roads</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in Crime /ASB levels (trends not targets)</li> <li>• % of residents who feel safe when outside in their own local area both after dark and during the day.</li> <li>• Levels of Killed and Seriously injured as a result of road collisions (trends not targets)</li> </ul>

### Organisation measures

Principle	We will be successful when:	Measure
<b>The council is a community leader, not just a service provider</b>	<ul style="list-style-type: none"> <li>• There is a shared vision for all public services in Wiltshire</li> <li>• We act as a strong advocate for people and places</li> <li>• We work with partners to achieve better outcomes</li> <li>• We hold public services to account</li> <li>• We make sure Wiltshire gets a fair deal nationally</li> </ul>	<ul style="list-style-type: none"> <li>• % of people who feel they can influence decisions</li> <li>• Election turnout</li> <li>• % or number of issues raised through Area Boards that are resolved with the local community</li> <li>• How able people feel to hold public services to account</li> <li>• National consultations responded to/participated in</li> </ul>
<b>We are efficient and provide good value for money for our residents</b>	<ul style="list-style-type: none"> <li>• Everything we do or fund adds value for people and places</li> <li>• Our budget is based on the contribution spending makes to our vision, rather than starting with savings to be made</li> <li>• We invest in high quality, preventative services targeted at people who need them.</li> </ul>	<ul style="list-style-type: none"> <li>• Measures of 'value added' developed for new initiatives</li> <li>• Numbers and impact of preventative programmes</li> <li>• % of fully evaluated projects/initiatives</li> </ul>

<p><b>We put outcomes for people and places first and the organisation second</b></p>	<ul style="list-style-type: none"> <li>• We measure our success as an organisation by the outcomes achieved by Wiltshire’s people and places.</li> <li>• We work innovatively and effectively (including with partners)</li> <li>• We share support service functions with other public services and use technology, buildings and other assets flexibly to maximise value</li> <li>• Our staff are open to new ideas and give away power to achieve better outcomes for people and places</li> </ul>	<ul style="list-style-type: none"> <li>• Outcomes measures included in both Level 1 and Level 2 performance management</li> <li>• Savings achieved and value added from shared support services etc</li> </ul> <p><b>Innovation measures</b></p> <ul style="list-style-type: none"> <li>• ‘innovation climate’ (questionnaire)</li> <li>• Employee engagement in innovation</li> <li>• Improved outcomes from innovation</li> <li>• Ideas pipeline – numbers &amp; % successful</li> <li>• Customer experience/purpose measurement utilised within services</li> </ul>
<p><b>We develop a new relationship between public services and communities</b></p>	<ul style="list-style-type: none"> <li>• We help communities stay active and become more self-reliant by doing things ‘with’ them, rather than ‘to’ them</li> <li>• We are inclusive and make it easy for everyone to participate and engage with their community and public services</li> <li>• We understand the impact of our actions and deliberately design our services to achieve positive, healthy behaviour.</li> <li>• Our staff help communities and local organisations experiment with new innovative solutions to local issues</li> </ul>	<ul style="list-style-type: none"> <li>• Numbers/increase in numbers of community run groups</li> <li>• Achievements/impact of Community Operations Boards</li> <li>• Variation in facilities delivered from campuses</li> <li>• Qualitative information about the variety/effectiveness of different solutions implemented in local areas</li> </ul>
<p><b>We design all our services with citizens and communities</b></p>	<ul style="list-style-type: none"> <li>• We involve citizens and communities in developing all services (including outsourced)</li> <li>• We design our services to meet local needs and aspirations</li> <li>• We use systems thinking principles in every community and every service.</li> <li>• Our staff know how to have good conversations with communities about expectations, resources and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Numbers of citizens involved in service development</li> <li>• Effectiveness and impact of systems thinking reviews</li> <li>• Levels/types of community specific information provided to all community areas</li> </ul>
<p><b>Our services work well, are joined up and easy to access</b></p>	<ul style="list-style-type: none"> <li>• Our services work together, and with other public services, as a whole system for people and places.</li> <li>• All our services measure their performance against the expectations and experience of their customers.</li> <li>• We make it easy for people to access services in locations that make sense to them.</li> </ul>	<ul style="list-style-type: none"> <li>• All delivery plans include customer purpose and/or experience measures and these are used to inform continuous improvement</li> <li>• Facilities available in community campuses and ease of access for smaller communities</li> <li>• Number of fully evaluated interventions/projects</li> </ul>

	<ul style="list-style-type: none"> <li>• We make decisions about the way services are run based on data and evidence</li> <li>• Our workforce is innovative, open to challenge and feedback and learns quickly from mistakes</li> <li>• Our workforce thinks in terms of customer systems not services or professions.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee engagement in innovation survey</li> <li>• Number of ‘systems thinkers’ in the organisation (question in staff survey)</li> </ul>
<p><b>We have and grow outstanding leaders and managers</b></p>	<ul style="list-style-type: none"> <li>• Our leaders communicate our vision and philosophy in a way that can be understood by all staff</li> <li>• Our vision is translated into delivery and collaborative work to achieve agreed outcomes</li> <li>• We develop our current and future leaders and managers</li> <li>• provide clear career paths for high performing and high potential staff at all levels</li> <li>• Poor performance is tackled quickly and with dignity.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive responses to leadership questions in staff survey</li> <li>• Qualitative information about how golden thread is translated from Business Plan to service plans, team plans and individual objectives</li> <li>• Number of leaders who have progressed through organisation</li> <li>• Number of roles with a clear career path and job family approach</li> <li>• Training/coaching/mentoring opportunities accessed as a result of issues identified as part of appraisal process (including speed of access)</li> </ul>
<p><b>Our staff are innovative and have a ‘can-do’ approach</b>  <a href="#">Wiltshire Council’s People Strategy 2012-15</a> and Behaviours Framework</p>	<ul style="list-style-type: none"> <li>• Our staff are innovative, open to challenge, act on feedback and learn quickly from mistakes</li> <li>• Our staff have a can-do approach and constantly look for more effective and joined up ways of serving customers.</li> <li>• We have a proud, passionate workforce</li> <li>• We attract talented employees through our strong employee brand</li> </ul>	<ul style="list-style-type: none"> <li>• Staff engagement in innovation questionnaire (or staff survey questions)</li> <li>• Positive responses to staff survey questions concerning culture and approach</li> <li>• Talent pool measurement.</li> </ul>

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Appendix D: 4 Year Financial Model

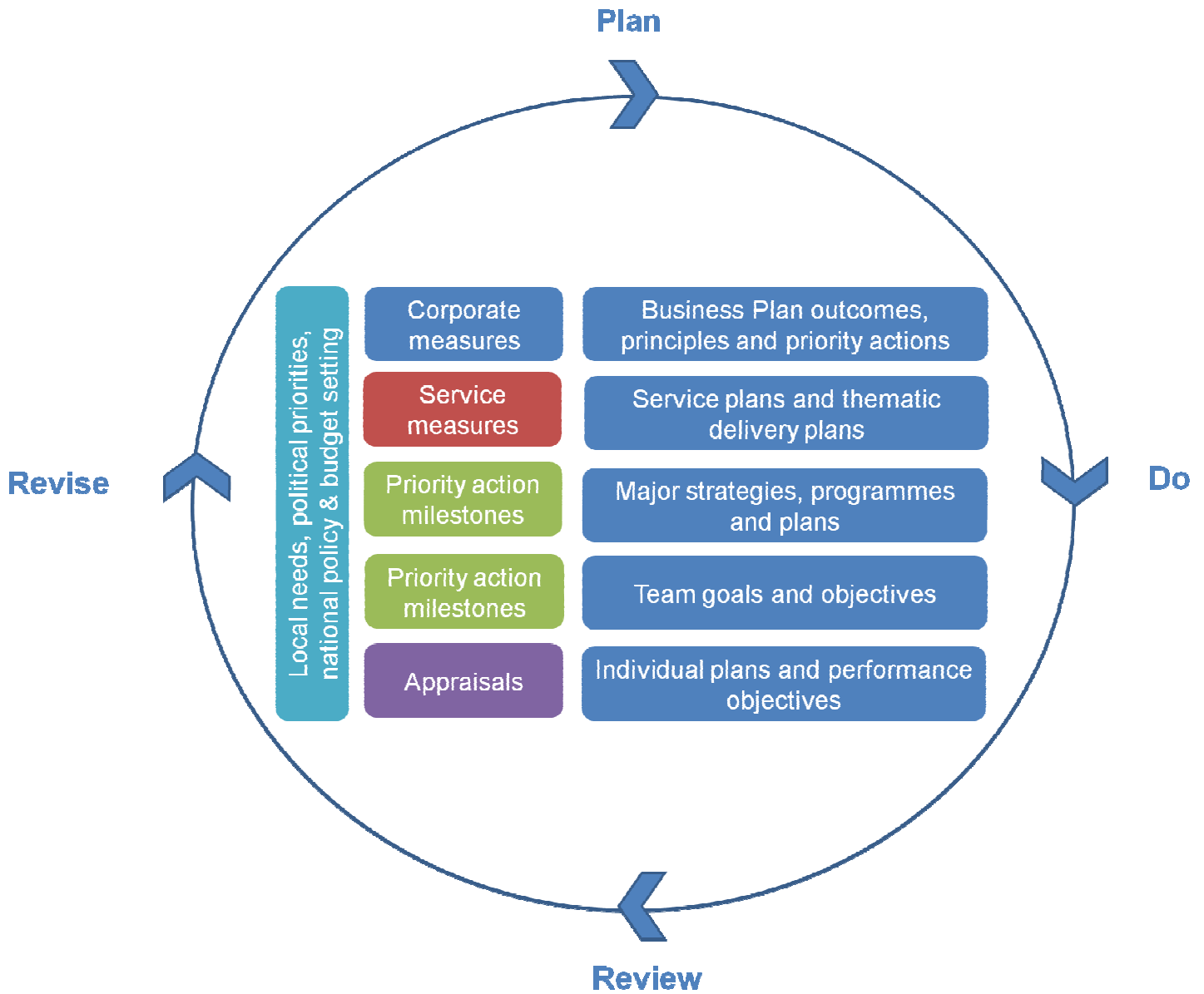
This appendix outlines our financial model for the next four years: doing things differently for less and managing an £83 million reduction in our funding. This is based on a number of assumptions about growth, reductions in central government funding, inflation and demographic changes. Over the next four years we will work to achieve more alignment between our financial model and the outcomes and principles in the business plan.

<i>MTFS 4 Year Financial Model</i> (indicative - incorporating Projected Government Spending Reductions)		2013-2014 Approved Financial Plan	2014-2015	2015-2016	2016-2017	2017-2018
		£m	£m	£m	£m	£m
<b>Income / Funding</b>						
Council Tax Requirement		(201.182)	(202.188)	(203.199)	(208.299)	(213.527)
Council Tax Freeze Grant 2013/14		(2.229)	(2.229)			
RSG/ Formula Grant		(76.018)	(66.516)	(62.525)	(58.148)	(54.078)
Rates Retention		(50.573)	(52.090)	(53.653)	(55.263)	(56.921)
Collection Fund		(1.700)	0.000	0.000	0.000	0.000
Other Central Grants including Educational Service Grant		(8.816)	(6.788)	(4.752)	(2.756)	(0.799)
<b>Total Funding (= A)</b>		<b>(340.518)</b>	<b>(329.811)</b>	<b>(324.129)</b>	<b>(324.466)</b>	<b>(325.325)</b>
<b>Total Projected Expenditure</b>						
TOTAL ADULT CARE		120.222	125.467	131.378	139.674	148.171
TOTAL COMMUNITIES, HOUSING AND NEIGHBOURHOODS		28.267	28.352	28.439	28.748	28.842
TOTAL CHILDRENS		56.925	61.133	63.292	65.837	68.113
TOTAL FINANCE, HR AND BUSINESS SERVICES		27.825	28.162	28.506	29.099	29.463
TOTAL OTHER CENTRAL SUPPORT SERVICES		25.383	25.525	25.669	25.905	26.058
TOTAL ECONOMY, DEVELOPMENT AND TRANSPORT		30.312	32.337	33.863	35.015	35.546
TOTAL WASTE		31.946	33.992	34.040	34.150	34.201
TOTAL PUBLIC HEALTH AND PROTECTION		16.881	18.266	18.326	18.430	18.494
Capital Financing		22.898	23.799	27.024	28.877	31.089
Corporate Investment and Pension		8.166	8.166	8.166	8.774	9.443
Restucture and contingency		(3.300)	3.647	3.647	3.647	3.647
<b>Specific Grants</b>						
Public Health grants		(13.261)	(14.587)	(14.587)	(14.587)	(14.587)
Parish Council Local Council Tax Support		1.498	0.000	0.000	0.000	0.000
New Homes Bonus		(7.593)	(10.782)	(14.232)	(17.932)	0.000
NHS Funding for social care		(5.651)	(5.651)	(5.651)	(5.651)	(5.651)
Funding New responsibilities - Adults			0.000	(0.450)	(2.700)	(4.950)
<b>Non assigned items</b>						
Inflation - general			10.000	20.000	30.000	40.000
Assume Balance Gap Delivered Year Before				(38.015)	(63.301)	(82.820)
<b>Councils Projected Budget Requirement (= B)</b>		<b>340.518</b>	<b>367.826</b>	<b>349.415</b>	<b>343.985</b>	<b>365.059</b>
<b>Income / Expenditure GAP before Cost Reduction Plan (C= B-A)</b>		<b>0.000</b>	<b>38.015</b>	<b>25.286</b>	<b>19.519</b>	<b>39.734</b>
<b>INDICATIVE COST REDUCTION PLAN</b>						
Staff reduction costs			(7.603)	(5.057)	(3.904)	(7.947)
Systems Thinking -- service optimisation			(7.603)	(5.057)	(3.904)	(7.947)
Revised Service Strategies, Policies			(7.603)	(5.057)	(3.904)	(7.947)
Stop doing			(7.603)	(5.057)	(3.904)	(7.947)
Procurement - price negotiation and demand reduction			(7.603)	(5.058)	(3.903)	(7.946)
<b>TOTAL COST REDUCTION PLAN</b>			<b>(38.015)</b>	<b>(25.286)</b>	<b>(19.519)</b>	<b>(39.734)</b>
<b>MEMO: SUMMARY OF CHANGES INCLUDED ABOVE</b>						
<b>Cost Reduction Plan (included in expenditure plan)</b>						
New Homes Bonus Extra Income		(3.189)	(3.450)	(3.700)		17.932
Income		(1.855)	(1.890)	(1.926)		(1.962)
Remove Parish Council Local Council Tax Support		(1.498)	0.000	0.000		0.000
Funding New responsibilities - Adults		0.000	(0.450)	(2.250)		(2.250)
<b>Total Savings</b>		<b>(6.542)</b>	<b>(5.790)</b>	<b>(7.876)</b>		<b>13.720</b>
<b>Growth Assumptions (include in budget requirement B)</b>						
Adult Care - Demographic & Inflation		5.001	5.662	7.822		8.230
Children & Families- Demographics and Inflation		3.653	2.409	2.470		2.531
Staffing - pay		2.548	2.598	3.979		2.731
<b>Service growth - member policy led</b>						
Children & Families		0.800	0.000	0.000		0.000
Waste		2.000	0.000	0.000		0.000
Inflation - general (not split to services)		10.000	10.000	10.000		10.000
Highways		2.000	1.500	1.000		0.500
Revenue Costs of borrowing for extra Highways capital expenditure		0.100	0.500	0.400		0.400
<b>Corporate growth - member policy led</b>						
Corporate Investment, Flood Levy and Pension - Pension Backfunding		0.000	0.000	0.608		0.669
Corporate Targets		6.947	0.000	0.000		0.000
Capital Financing		0.801	2.725	1.453		1.812
<b>Total Growth</b>		<b>33.850</b>	<b>25.394</b>	<b>27.732</b>		<b>26.873</b>
<b>General Fund Reserves (as at 1 April)</b>						
General Fund Opening		(12.6)	(12.6)	(12.6)		(12.6)
Movement - Other savings to be found		0.0	0.0			0.0
General Fund Closing (Must be negative)		(12.6)	(12.6)	(12.6)		(12.6)
Local Schools Balances		(9.3)	(9.3)	(9.3)		(9.3)
Revenue Grants Earmarked Reserve		(5.1)	(5.1)	(5.1)		(5.1)
Other Earmarked Reserves		(13.8)	(13.8)	(13.8)		(13.8)
<b>Total Reserves</b>		<b>(40.8)</b>	<b>(40.8)</b>	<b>(40.8)</b>		<b>(40.8)</b>
<b>Capital Financing Current programme only</b>						
Total Borrowing costs (Interest & MRP)		23.7	26.4	27.9		29.7
Borrowing costs as a % of gross budget		6%	8%	8%		8%
Other Capital financing costs		(0.8)	(0.9)	(0.7)		(0.7)
<b>Total Capital Financing</b>		<b>22.9</b>	<b>25.5</b>	<b>27.2</b>		<b>29.0</b>



**Appendix E: Our Planning Process (work in progress)**

The diagram shows how the business plan drives action at all levels of the council: from service plans through to individual performance objectives. Everything we do follows a cycle of plan, do, review and revise. This cycle is supported by everything in the diagram.



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## Wiltshire Council

### Focus Group on the Constitution

#### Terms Of Reference

Terms of reference:

- the ongoing review work on the constitution as and when required;
- producing user friendly summaries of the relevant parts of the constitution for use by members of the public and members of the Council and
- specifically to review the constitution in light of any changes in the legislation including the Localism legislation
- To consider the views of (as appropriate):
  - elected and co-opted members of the Council
  - officers
  - decision making bodies of the Council
  - town, parish and city councils and
  - members of the public

ascertained through questionnaire responses and appropriate methods of communication and make appropriate recommendations

- To offer a councillor perspective on and accordingly to influence key issues within the constitution.
- To advise the Standards Committee of final recommendations on any changes to the constitution for report to Cabinet for consideration and onward recommendation to Council.

#### Membership

- (i) a member from each political group on the Council nominated by group leaders;
- (ii) a member of the Overview and Scrutiny Management Committee;
- (iii) a member of the Audit Committee;

- (iv) two co-opted non voting members of the Standards Committee – one to be a town/parish council representative.
- (v) Chairman of the Standards Committee
- (vi) that appropriate Councillors and Officers be invited to attend as and when requested by the Focus Group or its Chairman to assist it in its work.

## Topics arising from Scrutiny Councillor Induction

Short update arising from initial investigation on topics discussed at the Scrutiny Induction, on 16<sup>th</sup> May 2013, that were identified for the Management Committee.

Topic	Overview	Officer Consulted	Suggestion
Improving the experience of customers making complaints to the Council.	<p>The Complaints team were restructured last year, becoming one corporate team. They deal with both corporate and statutory complaints, of which there are two different procedures. Statutory complaints cover Children's Services and Adult Care. Complaints are not shared with Councillors due to data protection – unless copied in to the complainants local Councillor, and have given permission. Currently not many include their Councillor in the email.</p> <p>An Annual Report is being worked on as required by law on the statutory side. There is also the implementation of a complaints database in the Council, which will be used by the team to monitor data protection and performance (tracking and deadlines). This is in the very early stages, and will, in time, show where any problems are arising.</p>	Sarah Butler, Complaints Manager	<p>There is reluctance at this stage for Scrutiny involvement, as they are currently going out to teams, waiting on the software, and improving the experience naturally.</p> <p>It may be appropriate to seek a report but the Council standards committee monitors the complaints process.</p>
Increasing the public's trust in politicians and public engagement with local democracy	<p>This issue has come to the attention of scrutiny due to there being 6 unopposed unitary councillors, some parish councils with no candidates, and some with insufficient numbers to form a quorum.</p> <p>There has been some debate on whether this is an issue for scrutiny, or the political parties. However, the focus from a Democratic Services perspective would be the future electorate, engagement with schools, 6<sup>th</sup> forms and colleges.</p>	John Quinton, Head of Democratic Services	<p>There is possibility that scrutiny could do a piece of work around methods of increasing engagement, looking at other Councils throughout the country.</p> <p>The draft business plan also makes reference to increasing democratic participation, voter turnout and encouraging people from a wider range of backgrounds to stand as unitary and parish councillors, and therefore could be regarded as a priority.</p>

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**Wiltshire Council**

**Overview and Scrutiny Management Committee**

**25 June 2013**

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## **Report of Centre for Public Scrutiny 10<sup>th</sup> Annual Conference**

### **Introduction**

The Overview and Scrutiny Management Committee authorised the Chair and Vice Chair of the Management Committee, along with one of the Scrutiny Officers, to attend the Centre for Public Scrutiny 10<sup>th</sup> Annual Conference at the Local Government House, Westminster, London on the 11<sup>th</sup> and 12<sup>th</sup> June 2013.

The Management Committee received a copy of the intended programme for the conference at its last meeting.

Cllrs Simon Killane attended both days of the conference. He was accompanied by Teresa Goddard, Scrutiny Officer on the 11<sup>th</sup>, and Cllr Roy While attended the 12<sup>th</sup> to represent Wiltshire Council.

### **Headline messages**

#### **Day One**

Delegates had the opportunity to attend two workshops out of six (Crime and Policing, Welfare Reforms, Jobs and Prosperity, Approaches to Scrutiny, Improving Schools, and Health Inequalities).

Opening keynote speech from Dr Evan Harris, Associate Director, Hacked Off. "Who guards the guardians – who decides?" talked about the need for tighter regulation of press, Hacked Off is a campaign for a free and accountable press. He spoke of the Leveson Royal Charter that was agreed by Parliament in March, in favour of regulation with statutory independent oversight.

Plenary from Robert Francis QC, Mid Staffordshire Trust Inquiry/Tim Kelsey, National Director of Patients & Information, NHS England. "The power of individual and collective voices" spoke of not ignoring the individual within scrutiny, and that specific examples can and should instigate wider investigation into the Health arena.

Mark Burns-Williamson, Police & Crime Commissioner, West Yorkshire/Cllr Trevor Egleton, Chair, Thames Valley Police and Crime Panel/Stephen Lovelock, former Detective Chief Superintendent, Metropolitan Police spoke of the role of the Police and Crime Commissioner adding a new layer of accountability and scrutiny, and highlighted the difficulties the PCC

may face – from the 15% election turnout to the allocation of finite resources. A workshop was undertaken in the afternoon on the role of the PCC in delivering accountability in policing.

Closing keynote speech from Sharon Shoesmith, PhD student, university of London, Former Director of Children’s Services, Haringey, and former HMI spoke of her experiences in being held publicly accountable, and the opportunities and pitfalls it offered.

## **Day Two – Members Scrutiny Leadership Academy**

Delegates were able to choose from three skills streams to improve and understand the key skills required for effective scrutiny (Leadership in Scrutiny, Being an effective critical friend – questioning skills, and Practical skills for using social media and digital tools to open up scrutiny). They were also offered the space to discuss the pressing issues facing them, and get help and ideas from others, including having CfPS experts on hand to assist.

There were three talks throughout the day;

- “Influencing for Impact: using stakeholder mapping to maximise the impact of your scrutiny review”,
- “Getting re-energised – creative approaches and networked councillors”
- The Challenge and opportunity of delivering social impact through scrutiny and accountability”.

The Chair and Vice-Chair will speak further about their personal experiences and any information they wish to share at the meeting.

## **Good Scrutiny Awards**

This year the Overall Impact Award was given to **Boston Borough Council** -tThis council used scrutiny to give everyone an opportunity to talk about the impact on communities caused by a sudden and dramatic influx of migrant workers, especially in rural areas with a long history of population stability. There was growing tension and concern from more long-standing residents about employment, wages, doctors’ waiting lists, school places, housing provision, and law and order.

Video can be seen here: <http://cfps.org.uk/Raising+the+Profile>

The categories in 2013 were:

- Innovation
- Involving communities
- Raising the profile
- Transforming services
- Working together



Wiltshire Council did enter for the awards with its work on Safeguarding, but was not shortlisted.

### **Future Events**

The Overview and Scrutiny Management Committee will be advised of a number of national events and activities, which take place as a consequence, as these are arranged and published.

**The committee is asked to note the report.**

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Cllr Simon Killane – Chairman of the Overview and Scrutiny Management Committee

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