

# AGENDA

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Meeting: **Cabinet**  
Place: **Kennet Room - County Hall, Trowbridge BA14 8JN**  
Date: **Tuesday 22 April 2014**  
Time: **10.30 am**

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## Membership:

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

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Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic and Members' Services, County Hall, Trowbridge, direct line 01225 718024 or email [Yamina.Rhouati@wiltshire.gov.uk](mailto:Yamina.Rhouati@wiltshire.gov.uk)

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

All public reports referred to on this agenda are available on the Council's website at [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

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

## Part I

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

1 **Apologies**

2 **Minutes of the Previous Meeting** (*Pages 1 - 10*)

To confirm and sign the minutes of the Cabinet meeting held on 18 March 2014.

3 **Leader's announcements**

4 **Declarations of interest**

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

5 **Public and Member participation**

This meeting is open to the public. The Council welcomes contributions from members of the public and members of the Council who may ask a question or make a statement. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on Thursday 17 April 2014. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 **Cabinet Committees**

To receive and note the minutes of the following Cabinet Committees:


6(a) **Cabinet Capital Assets Committee - 18 March 2014**  
(*Pages 11 - 14*)

6(b) **Cabinet Transformation Committee - 18 March 2014**  
(*Pages 15 - 36*)

7 **Care Bill** (*Pages 37 - 56*)

Report by Maggie Rae, Corporate Director

8 **Personalisation Policy** (*Pages 57 - 76*)

 Report by James Cawley, Associate Director - Adult Care Commissioning, Safeguarding and Housing

9 **Review of Area Boards** (*Pages 77 - 90*)

Report by Laurie Bell, Associate Director – Communications and Communities

## 10 Urgent Items

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

### Part II

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

## 11 Exclusion of the Press and Public

This is to give further notice in accordance with paragraph 5 (4) and 5 (5) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to take the following item in private.

To consider passing the following resolution:

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

Reasons for taking item in private:

Paragraph 3 - information relating to the financial or business affairs of any particular person (including the authority holding that information).

Paragraph 4 - Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

## 12 DC Leisure Contract (Pages 91 - 96)



Report by Maggie Rae, Corporate Director

*The items on this agenda reflect the key goals of Wiltshire Council, namely 'Work together to support Wiltshire's Communities', 'Deliver high quality, low cost, customer focused services and 'Ensure local, open, honest decision making'*



## **CABINET**


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MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 18 March 2014.

Cllr Keith Humphries	Cabinet Member for Public Health, Protection Services, Adult Care and Housing (exc strategic housing)
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economy, Skills and Transport
Cllr Jane Scott OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services)

Also in Attendance: Cllr Allison Bucknell, Cllr Trevor Carbin, Cllr Richard Gamble  
Cllr Jon Hubbard, Cllr David Jenkins, Cllr Julian Johnson  
Cllr Simon Killane, Cllr Gordon King, Cllr Horace Prickett  
Cllr Jerry Wickham

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

### **28 Apologies**

An apology for absence was received from Cllr Laura Mayes, Cabinet member for Children's Services.

### **29 Minutes of the Previous Meeting**

The minutes of the last meeting held on 11 February 2014 were presented.

**Resolved:**

**That the minutes of the meeting held on 11 February be approved as a correct record and signed by the Leader.**

**30 Leader's announcements**

The Leader made the following announcements:

**Schools Funding**

The Leader explained that the Government was currently consulting on schools funding for 2015/16, looking to increase funding levels for the lowest funded authorities which included Wiltshire. Based on current school pupil numbers, this was likely to be in the region of an additional £5.4 million.

**Adult Social Care Team**

The Leader was delighted to announce that the Adult Social Care team had been awarded the title of Best Commissioner in the Independent Specialist Care Awards 2014 run by LaingBuisson. The Leader also reported that the initial feedback from the adult care peer review was very positive and thanked Cabinet member, Cllr Keith Humphries and Corporate Director, Maggie Rae for all their hard work.

**Wiltshire Business and Sports Legacy Dinner – 13 March**

The Leader explained that the Council had hosted the first Wiltshire Business and Sports Legacy Dinner in the atrium on Thursday 13 March. The event raised almost thirty thousand pounds which would go to help support our future Olympians and Paralympians.

More than two hundred and twenty business representatives attended this unique and successful event where we connected Wiltshire's sports stars to local businesses for mutual benefit.

The money raised had enabled us to form a foundation trust that will assist our local athletes with the support they need. This year, as a result of the dinner and the support of local businesses, we were able to provide funding to fourteen future Olympians and Paralympians aged from 14 to 47, covering a wide range of sports.

**Cllr Jerry Wickham**

The Leader welcomed Cllr Jerry Wickham to the meeting. Cllr Wickham was the Unitary Councillor for the Ethandune Division following the by-election held on 6 March.

### 31 **Declarations of interest**

No declarations of interest were made.

### 32 **Public participation**

It was noted that no requests for public participation had been received. The Leader did however; explain that as usual at meetings of Cabinet, she would be more than happy to hear from any member of the public present on any of the items on this agenda.

The Leader reported receipt of a question from Cllr Jon Hubbard to which Cllr John Thomson replied. A copy of the question and response is appended to the signed copy of these minutes and available on the Council's website.

The question related to the announcement by the Government to provide additional funding to support local authorities to deal with highway repairs following the recent extreme weather. Following a query by Cllr Hubbard, Cllr Thomson confirmed that any additional funding used would be added to what the Council had allocated in its budget. He also explained that the Council was awaiting further details on how the funding scheme would operate.

### 33 **Wiltshire's Joint Health and Wellbeing Strategy**

Councillor Keith Humphries presented a report which outlined the importance of Wiltshire's Joint Health and Wellbeing Strategy and the main considerations for Wiltshire Council. The Strategy was also presented for Cabinet's consideration.

Cllr Humphries noted that the Strategy had been the subject of consultation including with the Area Boards and Scrutiny. The Strategy had four key aims: Living longer, living healthily for longer and enjoying a good quality of life, living independently for longer and living fairly – reducing the higher levels of ill health faced by some less well-off communities.

These aims would be delivered by the actions set out under four key themes, namely, prevention, independence, engagement and safeguarding. The Leader explained many of these initiatives had since also been included in the Better Care Plan.

#### **Resolved:**

**That Cabinet note the importance of the Joint Health and Wellbeing Strategy and its bearing on the delivery of Council services.**

Reason for decision:

The plans of Wiltshire Clinical Commissioning Group, NHS England, and Wiltshire Council for commissioning services must be informed by the Joint Strategic Needs Assessment and the Joint Health and Wellbeing Strategy. Where plans are not in line with the Joint Strategic Needs Assessment or Joint Health and Wellbeing Strategy then CCGs, NHS England and Wiltshire Council must be able to explain why.

#### 34 **Better Care Plan**

Cllr Keith Humphries presented a report which explained the joint work taking place between the Council and the Clinical Commissioning Group on a Better Care Plan.

The draft Better Care Plan, 2014-2016 was presented which had been submitted to NHS England and the Local Government Association. The Plan sets out our commitment to the integration of health and social care services, and our plans to allocate £22m in 2014-15 and £29m in 2015-16 to developing services jointly. The Plan would support the Council's goal to protect those who were most vulnerable in our communities, by ensuring that services were coordinated, and delivered to support the objective of care close to home.

Corporate Director, Maggie Rae explained that the report which has so far, been very well received was only possible due to the leadership and commitment shown by the Council, in particular, the Health and Wellbeing Board and its Chairman, the Leader, Cllr Jane Scott. The Council was constrained in the contents of the Plan and would have preferred to have adopted from a cradle to the grave approach.

Cllr Jon Hubbard welcomed both the Health and Wellbeing Strategy and the Better Care Plan. He did however, make an observation that the documents did not appear to include very much information on how it was proposed to deliver the actions contained therein. This would be a key piece of information to enable monitoring their effectiveness.

The Leader explained that the governance arrangements were being considered with draft details being presented to the Health and Wellbeing Board.

#### **Resolved:**

**That Cabinet note the development and submission of a draft Better Care Plan to NHS England and the Local Government Association.**

Reason for decision:

To inform Cabinet of the work on the Better Care Plan and the integration of health and social care, which is being overseen by the Wiltshire Health and Wellbeing Board.



### 35 **School Admission 2015/16**

➡ Cllr Richard Gamble, Portfolio holder for Schools, Skills and Youth presented a report which gave details of the requirement to have in place schemes for the co-ordination of admissions to the schools within Wiltshire.

The proposed schemes and arrangements were agreed by the School Admissions Forum on 27 February 2014 for recommendation to Cabinet, following a period of consultation with schools, parents, neighbouring authorities and Senior officers at Wiltshire Council. Cabinet was therefore asked to consider the four documents presented as the admission policy for Wiltshire for 2015/16. The admissions process for the intakes in September 2015 begins in September 2014.

**Resolved:**

**That Cabinet approves:**

- i) the scheme for the co-ordination of admission to secondary schools for 2015/16.**
- ii) the scheme for the co-ordination of admissions to primary schools for 2015/16.**
- iii) the admission arrangements for Voluntary Controlled & Community secondary schools for 2015/16.**
- iv) the admission arrangements for Voluntary Controlled & Community primary schools for 2015/16.**

Reason for decision:

The Local Authority has a statutory duty to have a determined admission policy for 2015/16 in place on or before 15 April 2014.

### 36 **Revised Policy for School Infrastructure & Capital Cost Multipliers for Section 106 Agreements**

➡ Cllr Toby Sturgis presented a report which sought approval of the revised policy for School Infrastructures and Capital Cost Multipliers for Section 106 Agreements.

A new methodology had been introduced based on the Building Cost Information Service (BCIS) public sector national cost standards for State Schools. The revised calculated rates at present are £16,416 per Early Years

place, £16,768 per primary school place and £19,084 per Secondary school place.

Cllr Sturgis explained that it may be necessary to amend the wording of paragraph 2.5 of the policy to ensure it was fit for purpose and sought delegated authority to do this.

**Resolved:**

- i. **That Cabinet approve the Policy for School Infrastructure and Capital Cost Multipliers for Section 106 Agreements.**
- ii. **To give delegated authority to the Associate Director - Commissioning, Performance and School Effectiveness following consultation with the Cabinet member for Strategic Planning, Development Management, Strategic Housing, Property And Waste to make minor amendments to the wording of paragraph 2.5 of the policy as necessary.**

Reason for decision:

To enable the Council to update the Policy for requesting infrastructure contributions where the need for extra school places arises directly from housing developments.

**37 Report on Treasury Management Strategy 2013-14 - Third Quarter ended 31 December 2013**

Councillor Dick Tonge presented a report which set out the quarterly review of the Treasury Management Strategy.

This report reviews management actions in relation to:

- a) the prudential indicators, treasury management indicators originally set for the year and the position at the 31 December 2013;
- b) other treasury management actions during the period; and
- c) the approved Annual Investment Strategy.

**Resolved:**

**That Cabinet note the contents of the report in line with the Treasury Management Strategy.**

Reason for decision:

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

**38 Urgent Items**

There were no urgent items.

**Appendix**

Question from Cllr Jon Hubbard and response

(Duration of meeting: 10.30 am - 11.20 am)

<p>These decisions were published on the 25 March 2014 and will come into force on 2 April 2014.</p>
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The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail [yamina.rhouati@wiltshire.gov.uk](mailto:yamina.rhouati@wiltshire.gov.uk)  
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**Wiltshire Council**

**Cabinet**

**18 March 2014**

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**Question from Councillor Jon Hubbard to  
Councillor John Thomson, Cabinet member for Highways and  
Streetscene and Broadband**

**Question**

The Government has announced additional funding to support local authorities deal with the repairs needed to the road network as a result of the recent extreme weather.

Reports have indicated that such funding will be dependant on local authorities publishing on their websites how the funding is spent.

Can you tell me:

- i) What is Wiltshire's share of the additional funding
- ii) What are the plans to ensure that the required information is published as required
- iii) Can you reassure me that this money will be invested as additional funding towards repairing our road network and that there no reduction in other planned spending
- iv) Will this additional funding be passed through to local communities to direct how it is used.

See link below for full story

<http://www.publicsectorexecutive.com/Public-Sector-News/extra-140m-to-help-councils-repair-most-damaged-roads>

**Response**

The recent extreme weather has caused significant damage to the roads in Wiltshire. The announcement of additional funding from the Government is most welcome as substantial expenditure is already being incurred to keep our roads safe. With regard to the specific questions raised I would comment as follows:

- i) The details of the funding for individual authorities has not been announced yet, but an update will be given at the meeting should additional information become available.
- ii) When funding for weather damage has previously been provided it has been a requirement that the Council publish details of how it was used on the website, and it is anticipated that this would also be the case with the current funding.
- iii) Previous funding for weather damage could not be used to replace already allocated funding. The details of the current scheme are not known, but this is likely to be the case with this funding.
- iv) With the damage the roads have experienced through the extreme weather this year this funding will be needed to address the problems already identified. As you are aware this Council has made a commitment to significantly increase road maintenance funding over the next six years. As part of the 'Local Highways Investment Fund 2014 – 2020' the Area Boards are being invited to help identify local priorities. The additional funding means that in future years we will be able to deal with developing safety problems on the network, and also have greater discretion about resurfacing some of the more minor roads as well as the major roads. The Area Board input will be important in setting local priorities, and an item will be included on Area Board agendas shortly.

## **CABINET CAPITAL ASSETS COMMITTEE**


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MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 18 March 2014.

Cllr Fleur de Rhé-Philippe	Cabinet Member for Economy, Skills and Transport
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform

Also in Attendance: Cllr Jonathon Seed  
Cllr Stuart Wheeler  
Cllr Richard Gamble  
Cllr Jerry Wickham

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

### **1 Apologies and Substitutions**

Apologies were received from Cllr Laura Mayes.

### **2 Minutes of the previous meeting**

**Resolved:**

**To approve as a correct record and sign the minutes of the meeting held on 21 January 2014.**

### **3 Leader's Announcements**

There were no leader's announcements.


### **4 Declarations of interest**

There were no declarations of interest.

## 5 Public Participation

It was noted that no requests for public participation had been received. The Leader did however explain that, as usual at meetings of Cabinet, she would be more than happy to hear from any member of the public present on any of the items on the agenda.

## 6 Schools Capital Programme 2014 -2017

 Cllr Richard Gamble, Portfolio holder for schools, skills and youth presented a report which explained proposals for expanding school provision, enabling the Council to meet it's statutory duty to secure sufficient school places.

He highlighted the acceleration of activity in permanent places already completed shown in table 1, and drew attention to the provision for over 200 places at Wellington Academy in addition to those detailed in table 3 of the report.

He noted that the school places proposals did not include the requirements of the rebasing programme, estimated at 1000 to 1500 more than provided. Discussions were currently underway with the government on how these will be funded and it would be the subject of a further paper to the Committee.

In response to questions on the military timescale it was explained that it could take up to three years for a school to be built, although with planning permission in place it could be built within a year. Troops were expected back by 2019, and a stretch target had been given of 2018. The consultation on service family accommodation was due to be completed on 1 April 2014, after which negotiations would start, however confirmation on funding would be needed from the government.

Attention was drawn to the dip in pupil numbers as people leave prior to families coming in and Cllr Gamble confirmed that discussions were being held with the Department of Education on revenue funding.

Clarification was sought on the 420 places at Tidworth NEQ New School seen in table 2. It was highlighted that Cabinet approval for a two form instead of one was due to rebasing need and therefore half should not be funded through basic need. It was explained that the only money available was through basic need and a retrospective claim would be made to the Ministry of Defence.

The lack of growth in the north of the county was noted, and it was explained that reviews were currently underway in the Chippenham and Devizes areas. School transport would be considered as part of these reviews.



**Resolved:**

**That the Committee:**

- i. Authorises the Corporate Director for Children's Services to invite and evaluate tenders for the projects described in the report, and, following consultation with the cabinet member, to award the contract for the project (subject to approval of any necessary statutory proposals)**
- ii. Authorises the Corporate Director for Children's Services to consult further with primary schools across core strategy growth areas in Wiltshire and relevant interested parties on options for expansion, and where appropriate publish Statutory Proposals for expansion (in line with the schools capital programme described in this report ); and**
- iii. Authorises the Corporate Director for Children Services to seek all necessary planning and statutory consents and approvals for the works and land transfers described in this report.**
- iv. Authorises the Corporate Director for Children Services to develop plans to balance the budget by seeking further funding streams to support the provision of sufficient secondary places arising from both civilian and service family accommodation in Tidworth and Amesbury community board areas estimated at between £15m - £20m**

### **Reason for Proposal**

The decisions are required to enable Council to progress to the next stage of the process for expanding school provision to meet its statutory duty to secure sufficient school places. The Council has a statutory responsibility to promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. The Council must also promote diversity and increase choice.

Demand for school places is anticipated to increase as a result of demographic growth, new housing developments in accordance with the Wiltshire Core Strategy, and as troops returning from Germany rebase their families in settlements on Salisbury Plain.

The Legal Framework within which any cabinet member must consider the proposals is set out in the legal implications section.

Cabinet delegated approval is required to invite and evaluate tenders, and submit any required planning applications. Cabinet delegated approval is required to award contract (or a programme of contracts) with an annual value

of £1 million or total value greater than £4 million. Given timescales governing the delivery of the schemes, delegated authority with consultation as appropriate is requested to allow timely progression of projects.

## 7 **Urgent items**

There were no urgent items.

## 8 **Exclusion of the Press and Public**

### **Resolved**

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

Reason for taking the item in private:

Paragraph 3 – information relating to the financial information or business affairs of any particular person (including the authority holding that information)

No representations have been received as to why this item should not be held in private.

## 9 **Schools Capital Programme 2014 -2017**

The committee noted the appendix to the report.

(Duration of meeting: 2.00 - 2.26 pm)

These decisions were published on the 21 March 2014 and will come into force on 28 March 2014
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Press enquiries to Communications, direct line (01225) 713114/713115

## **CABINET TRANSFORMATION COMMITTEE**


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MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 18 March 2014.

Cllr Jane Scott OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services)

Also in Attendance: Cllr Keith Humphries  
Cllr Fleur de Rhé-Philippe  
Cllr Jerry Wickham

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

### **1 Apologies and Substitutions**

All members were present.

Apologies were received from Chief Constable Patrick Geenty and Dr Steven Rowlands.

### **2 Minutes of the previous meeting**

**Resolved:**

**That the minutes of the meeting held on 17 December 2013 be approved as a correct record and signed by the Leader.**

### **3 Leader's Announcements**

There were no Leader's announcements.

#### 4 **Declarations of Interest**

There were no declarations of interest.

#### 5 **Public Participation**

It was noted that no requests for public participation had been received. The Leader did however explain that, as usual at meetings of Cabinet, she would be happy to hear from any member of the public present on any items on this agenda.

#### 6 **Transformation and Health**

Maggie Rae, Corporate Director introduced the report which asked the Committee to agree to invite a range of health partners to take part in a working group to develop a strategic framework for engaging health partners in hubs, campus developments and future estates management.

She drew attention to an error contained within the table seen in paragraph 10 of the report, noting that the Chief Executive for the Avon and Wiltshire Mental Health Partnership was Ian Tully, and not Dr Julie Hankin. It had been agreed with Ian that he would send a representative to the working group.

The complex nature of estate ownership within the health sector was recognised and GP Practice managers would be brought in based on geography and working around the Community Operations Boards. The group would be assisted by Julie Anderson-Hill and the transformation team.

The close relationship with the police at operational / officer level was noted and it was confirmed that this was mirrored with health. The working group would operate at a strategic level and set the framework across the county, aligning with community plans.

Deborah Fielding from the CCG welcomed the opportunity and drew attention to the need to have fit for purpose buildings. She highlighted the importance of having both vision and strategy.

#### **Resolved:**

**That the Committee agrees to invite a range of health partners to take part in a working group to develop a strategic framework for engaging health partners in hubs, campus developments and future estates management.**

Reason for proposal:

The transformation of community campuses across Wiltshire offers opportunities to transform the delivery of health and care services. A strategic framework for engaging health partners in campus developments and estates

management will mean that Wiltshire can make the most of the opportunities to work more closely with our health partners.

The purpose of this paper is to ensure we are working with the right health partners to deliver the right outcomes from campuses to the people of Wiltshire.

## **7 Project and programme highlight report**

Ian Baker, Head of Programme Office presented the programme office highlight report for February 2014.

Key achievements in the period included the successful migration of data in the planning system, the testing of online payments and bookings in leisure and the development of the Family Information Service.

Deputy Chief Constable Mike Veale noted the improved coherence and co-ordination of police projects since working with the council, highlighting the real positive impact it was having on service delivery.

**Resolved:**

**The Committee noted the report.**

## **8 Systems Thinking Programme Highlight Report**

Mark Stone, Programme Director presented the report which provided a high level overview of the systems thinking programme for the month of February.

He noted the work in adult care and health being undertaken currently, the results of which would be presented to the Committee. A three day systems thinking course was being run for members of adult social care, acutes and primaries.

The troubled families review was a good example where police colleagues were working with systems thinking together with council officers. The Department of Communities and Local Government were due to visit this and were interested in the approach taken.

**Resolved:**

**The Committee noted the report.**

## **9 Agile working**

Julie Anderson-Hill, Head of Transformation Change and Health Co-ordinator, and Deputy Chief Constable Mike Veale gave a presentation on the benefits of agile and flexible working, a copy of which is attached to these minutes.

Mike explained that the police were undergoing a significant change programme with the need to save £11 million - £12 million over the next four years.

New ways of working were being introduced alongside a cultural change. A customer access review is the largest ever conducted by Wiltshire Police, and new ways of working were generating excitement and enthusiasm, becoming a catalyst for change.

Confidence was increasing, as was the level of reporting and customer satisfaction.

Wiltshire council was currently working on a secure web connection, due to be piloted with British Sign Language speakers. It was possible to create a temporary secure tunnel to anyone, not limited to users of lync. If approved it would change evidence from being inadmissible to admissible and could remove the need for written documentation. The Home Office were due to come and view it soon.

## 10 **Urgent Items**

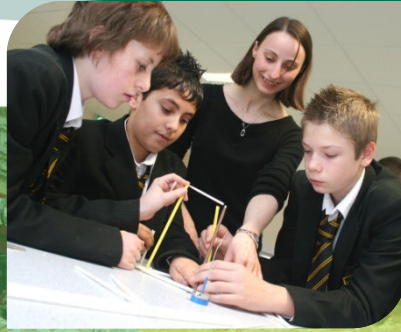
There were no urgent items.

(Duration of meeting: 3.00 - 4.20 pm)

These decisions were published on the 24 March 2014 and will come into force on 1 April 2014
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The Officer who has produced these minutes is Kirsty Butcher, of Democratic Services, direct line 01225 713948 or e-mail [kirsty.butcher@wiltshire.gov.uk](mailto:kirsty.butcher@wiltshire.gov.uk)  
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Benefits of Agile & Flexible Working



March 2014

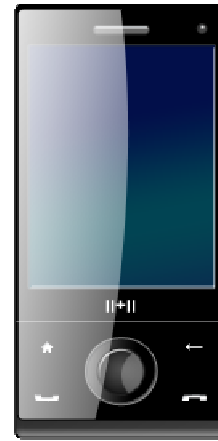


Transforming Wiltshire through innovation

Wiltshire Council  
Where everybody matters

# Purpose

- To describe agile and flexible ways of working and the benefit it is having in the Police





# Strategic Partnership

## Why?

- Provide Shared Accommodation
- Design accommodation
- Enhance Service Delivery
- Reduced costs
- Sharing skills and knowledge



Wiltshire and Swindon  
**Police and Crime Plan**







2013-2017



Wiltshire Council  
**Business Plan**  
A new perspective 2013-2017



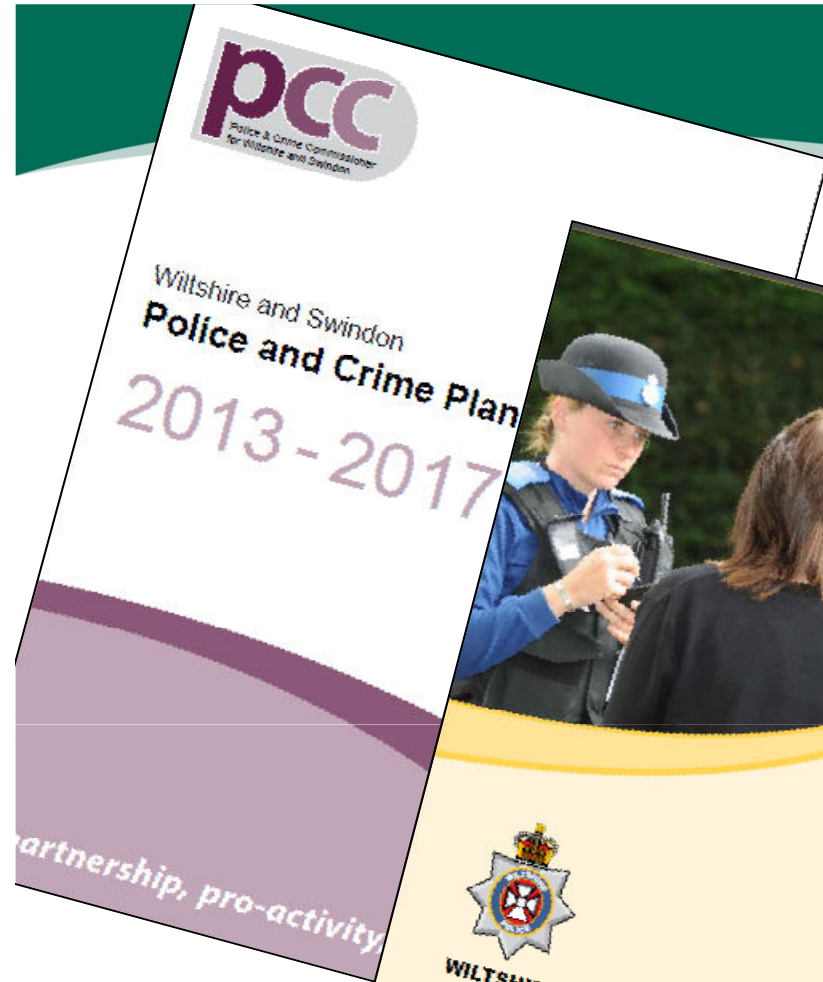
# Police and Crime Plan

-  Reduce crime and anti-social behaviour
-  Protect the most vulnerable in society
-  Put victims and witnesses first
-  Reduce offending and re-offending
-  Drive up standards of customer service
-  Ensure unfailing and timely response to calls for assistance



# Delivery

# Activity

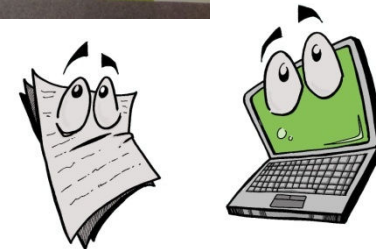


Priority	Objective	Initiatives on	Strategic Owner	Tactical Owner	Delivery Phase	1	2	3	4	5	6	7	8	9	10	11	12	Activities Planned (limited to 10000 characters)	
101	1. Reduce Crime and ASB	Greater community involvement and use of volunteers	Develop and implement volunteer strategy	Durrant, Zoe	Douglas, Devalyn	Year 1													101: The Van However, no order for van
102	1. Reduce Crime and ASB	Greater community involvement and use of volunteers	Develop police cost scheme	Durrant, Zoe	Jacobs, Helen	Year 1													102: To build recall
103	1. Reduce Crime and ASB	Greater community involvement and use of volunteers	Implement neighbourhood watch and other watch initiatives	Mills, Paul (C/Capt)	Jacobs, Helen	Year 1													103: To build recall Chief Inspector Jace
104	1. Reduce Crime and ASB	Greater sharing of specialist resources	Protective Services Collaboration - enhanced	Pritchard, Nier	John, Nicholas	Year 2													The initial pilot is being followed the pilot on 19th Nov - Closing date 20th/21st Nov - Report 19/20 Nov 2014 - Local 18 w
105	1. Reduce Crime and ASB	Greater sharing of specialist resources	Protective Services Collaboration - to be enhanced	Pritchard, Nier	John, Nicholas	Year 2													105: Neighbourhood Alert to be forwarded to other forces such as TYP in
106	1. Reduce Crime and ASB	Greater use of restorative practices (not of court disposals)	Implement restorative programmes - p. Neighbourhood Justice Panels & ASB	Loford, Sue		Year 4													106: Regional Collaboration continue forward on all business cases and submitted and agreed. These two or from the National ACPG group and is
						Year 1													107: Elements of M4 wider Protective Services Constable Visiting Day to discuss the



# New ways of working and Cultural change

- Monkton Park – Response and NPT now work from 15 desks, 6:1
- Clear desk policy
- Reduced storage - Response and NPT now working from 8 tambours
- Shared use of briefing room
- Officers now utilising public spaces
- Trialling Enquiry Front Desk



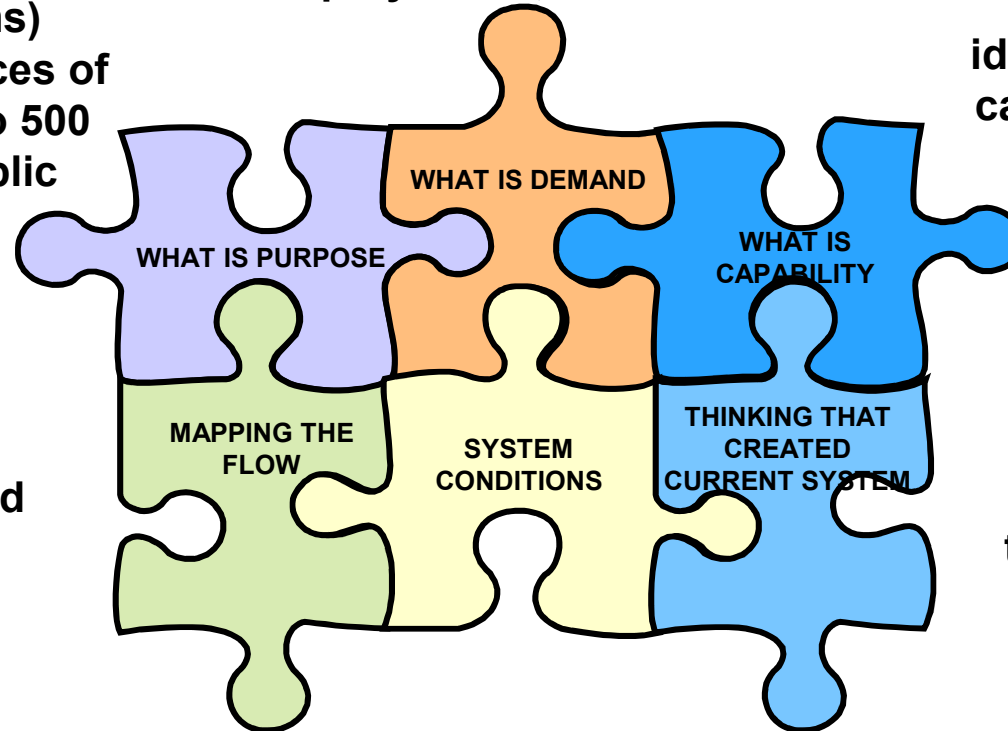
# Customer Access

17,000 pieces of demand analysed through all customer access channels; phone, online, enquiry office, NPTs

Purpose of Wiltshire Police  
(in customers terms)

Listened to 5000+ pieces of demand and spoke to 500 members of the public

End to end capability of the system identifying how long cases took and how many handoffs



Mapped flow from end to end of theft (high volume demand)

Understand what thinking created the current system

Understand what conditions imposed on the system that have to be carried forward to redesign

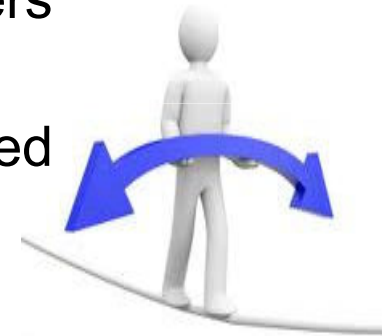






# Flexible working – what we've found ....

- 36% of staff work from home at least once a week – huge leap forward over past 12 months
- Opportunities – 64% of staff are not regular homeworkers  
25% of staff never work from home
- Staff felt they could work from home but were not allowed by their manager
- Still working in a culture of managing by presenteeism rather than through delivery and outcomes
- Opportunity to build on this learning from experience



# Technology

- Identified remediation with servers
- Rolling out laptop to all staff
- Trialling tablets
- Trialling mifi devices





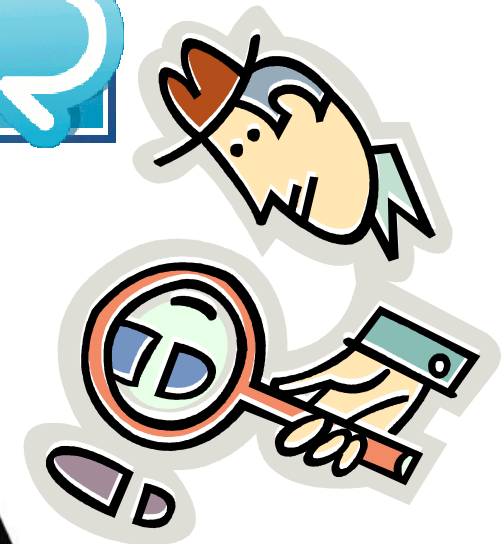
## Wi-fi

- Wi-Fi currently available in the following locations:
  - All Wiltshire Council Buildings
  - Devizes Police HQ
  - Devizes Borough Station,
  - Gable Cross, Swindon
  - Law Courts - Swindon, Chippenham & Salisbury
- Mi-Fi devices being trialled across Response, NPT and Investigation teams



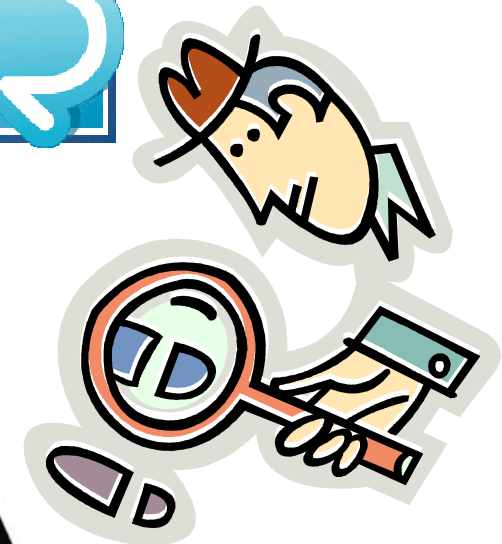
# Mobile working

- CID testing Tablets - Lync video capability allows a *Live Crime Scene* back to station
- Camera has been enabled on the tablet emailing crime scenes live.
- Tablet has full functionality of the laptop
- CID carrying out vehicle checks and Niche lookups whilst on the go without calling the Control Room



# Agile Working

- Further develop our Cloud solutions to underpin agile working
- Develop a more rounded mobile service
- Make better use of our information internally and externally
- Ensure the Council and Police deliver better outcomes for Wiltshire
- Help Wiltshire support the most vulnerable in our communities



# Provide Shared Accommodation Multi Agency Safeguarding Hub

- Combined approach to managing all safeguarding referrals, sharing information and making joint decisions



Page 32



researcher



# Robbery Old ways of working



# Robbery New ways of working



## Recommendation:

The committee is asked to acknowledge:

- ❖• the achievements to date towards collaborative working between the council and Wiltshire Police;
- ❖• how this work is successfully helping to deliver the council's Business Plan and the Police & Crime Plan
- ❖• the opportunities for further transformational improvements, led by new ways of working.

The committee is also asked to support this ongoing work to enable the police to 'unlock the resources' to continue to deliver more with less.



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Wiltshire Council

Cabinet

22 April 2014

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**Subject:** The Care Bill

**Cabinet member:** Councillor Keith Humphries – Adult Care and Housing, Public Health and Protection Services

**Key Decision:** No

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## Executive Summary

This report outlines the implications of the Care Bill for Wiltshire Council. The Care Bill will:

- mean councils will have to identify people who may benefit from preventative or support services and provide people with **information and advice** about the care and support system. There will also be a duty to **promote the diversity and quality of the local care market**, shaping care and support around what people want;
- encourage innovation and **integration**, to ensure services are based around people's outcomes, rather than structures and systems;
- put **personal budgets** on a legislative footing for the first time. People will be able to receive personal budgets as direct payments if they wish and will be central to planning their own care and support, including deciding how it is provided;
- reform the funding system for care and support by introducing a **cap on the care costs** that people incur in their lifetime. An **appeals** mechanism will also be introduced for decisions on eligibility and support packages;
- provide a nationwide **deferred payments scheme** which will prevent people from having to sell their homes in their lifetime to pay for residential care;
- introduce a **single national threshold for eligibility to care and support**, ensuring transparency and consistency – together with an appeals mechanism;
- make sure young adults are not left without care and support as they **transition between child and adult** care and support systems.
- ensure **continuity of care** when people move between areas;
- provide new protections to ensure **no one goes without care if their provider fails**, regardless of who pays for their care;
- place **adult safeguarding on a statutory footing** for the first time.

## Proposals

It is recommended that Cabinet notes in particular:

- The requirements for **market shaping** and **prevention** and the benefits of recognising the needs of the whole population in commissioning strategies;
- The major changes to **assessment**, **eligibility** and **support planning** and the need for thorough preparations for funding reform;
- The obligations for a statutory **Safeguarding Adults Board** (SAB) and the desirability of working with partners to review financial contributions to the SAB.

It is recommended that Cabinet asks officers to develop services to make sure they reflect new measures in the Bill, such as:

- the new duty for local authorities to promote the wellbeing of **everyone** who is sick or disabled (not just those that receive services arranged or paid for by the council) and a list of matters the council must consider when making decisions
- outcome focused assessments for everyone that needs care and support (including self-funders) – we currently carry out outcome focused assessments for older people and younger adults, and have reviewed assessment processes for carers and people with mental health needs.
- requirements to work closely with the NHS to provide integrated services across health and social care – we are already working with acute hospitals and NHS nurses as part of the Help to Live at Home programme but will need to extend this work to other areas.
- deferred payment agreements, charging, personal budgets and direct payments – the council will need to review, develop and update its procedures on these areas in time for the regulations coming in force in 2015/16.

The Department of Health, Adass and the LGA have set up a single office to help councils deliver on the Care Bill. Staff from the joint office will be getting in touch with individual councils to identify their support needs. Cabinet may like to note that officers will be delivering a programme of work to prepare for the changes, including:

- Preparing for change to ICT systems and workforce development.
- Developing plans to identify self-funders in the run up to 2016.
- Drawing up an engagement plan with the voluntary and community sector
- Undertaking further modelling on the likely cost
- Establishing systems to track progress towards their personal care cap

A number of areas of more detailed work for Wiltshire Council are set out at the end of each section and Cabinet is invited to endorse these proposals.

## Reason for Proposal

When enacted, the Care Bill will have a wide ranging impact on the way adult social care is delivered in Wiltshire. This paper sets out the key implications and proposes the next steps to prepare for its implementation in Wiltshire.

**Maggie Rae**  
**Corporate Director**

**22 April 2014**

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**Subject: The Care Bill**

**Cabinet member: Councillor Keith Humphries – Adult Care and Housing, Public Health and Protection Services**

**Key Decision: No**

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### **Purpose of Report**

1. When enacted, the Care Bill will have a wide ranging impact on the way adult social care is delivered in Wiltshire. This paper sets out the key changes from existing legislation.

### **Background**

2. The Care Bill brings together relevant provisions from the National Assistance Act 1948, the Chronically Sick and Disabled Persons Act 1970, the NHS (Community Care) Act 1990 and all the various pieces of legislation developed for carers, into a single law. The aim is to reduce confusion and simplify matters by bringing the current patchwork of legislation together in a single statute.
3. This paper looks in detail at Part 1 of the Bill which covers Care and Support and relates most clearly to the role of local authorities. Among other things, Part 1 of the Bill brings in the provisions necessary to implement the Government's response to the proposals of the Dilnot Commission on funding reform. Most of these provisions will come in force in April 2015, with the cap on care costs starting in April 2016.
4. There are two other important parts to the Bill:
  - Part 2 which relates to Care Standards, in particular implementing the Government's response to the Mid Staffordshire Inquiry (the Francis report); and
  - Part 3 which covers Health, in particular the establishment of Health Education England as a Non Departmental Public Body (responsible for local healthcare workforce training and planning) and placing the Health Research Authority on a firmer legislative footing. Health Education England have also been asked to develop a care certificate and training standards for health and social care support workers. This will be introduced through regulations and further details are awaited.

5. Part 2 includes:
  - a new Duty of Candour - the Government will introduce a regulation requiring registered providers of health and adult social care to be open with patients and service users about serious failings (death or serious injury) in care. This sits alongside a new criminal offence for 'wilful neglect'; a new 'fit and proper persons' test which can bar failed senior managers of care providers from serving elsewhere and a new criminal offence for care providers who supply or publish information required by statute which is false or misleading.
  - making the Care Quality Commission (CQC) completely independent with statutory chief inspectors (including for Adult Social Care) and a star rating system for foundation trusts and care home providers. The CQC has published [proposals](#) and consultation on a ratings system will take place during 2014 with all adult social care services rated by 2016.
  - removing existing provisions for the CQC to undertake periodic reviews of adult social care (as the emphasis is now firmly on sector-led support in the first instance) but retaining its power to perform targeted inspections of local authorities in cases of systematic failure with the consent of relevant ministers. These powers cover all local authority' adult social services functions including commissioning.
5. Alongside the Adult Social Care Outcomes Framework and powers for Healthwatch to enter and view facilities, these measures will be an important part of a new overall performance framework. Wiltshire Council will need to think about the extent to which it monitors and assesses the care it commissions and how it can work with the CQC and Healthwatch Wiltshire to do so. This will avoid any duplication or gaps but will require continued liaison and communication with local representatives of the CQC.
6. There is a clear political consensus around many of the changes the Bill introduces and this paper outlines the key changes which will affect Wiltshire Council, including those cared for and their carers in Wiltshire. Once primary legislation has been passed, further details on implementation will become clearer through secondary legislation (regulations) and statutory guidance. The Care Bill is expected to receive Royal Assent soon with many aspects coming into force in April 2015.

### **Main Considerations for the Council**

7. The Bill delivers on the government's vision of a reformed care and support system (as outlined in the ['Caring for Our Future' White Paper](#)) which:
  - focuses on prevention and promotes people's wellbeing and independence rather than waiting for them to reach a crisis point
  - gives people clear information and advice on what they are entitled to and more choice and control over the care/support they receive
  - always provides high quality care from a workforce that treats people with dignity and respect

- provides more scope for communities to be involved in decisions about health and social care
- recognises the need to support carers as well as those cared for
- has high standards of commissioning based on outcomes rather than hours

These areas are covered in the following sections.

### **General Duties: Wellbeing, Prevention, Information and Integration**

8. The Bill introduces a range of general duties on local authorities which apply to individuals and the population as whole
- Promoting individual well-being
  - Preventing Needs for Care and Support
  - Promoting integration of care and support with health services
  - Providing information and advice
  - Promoting diversity and quality in services
  - Co-operating generally between relevant partner organisations
  - Co-operating between relevant partner organisation in specific cases

The duties to promote individual well-being and to prevent or reduce the care and support needs underpin the care and support ethos of the Care Bill. The Bill defines ‘well-being’ as including any of the following in so far as it relates to that individual:

- a) personal dignity (including treatment of the individual with respect);
- b) physical and mental health and emotional well-being;
- c) protection from abuse and neglect;
- d) control by the individual over day-to-day life (including over care and support, or support, provided to the individual and the way in which it is provided);
- e) participation in work, education, training or recreation;
- f) social and economic well-being;
- g) domestic, family and personal relationships;
- h) suitability of living accommodation;
- i) the individual’s contribution to society.

Further in carrying out its functions in relation to individuals, a local authority must have regard to the following matters in particular—

- a) the importance of beginning with the assumption that the individual is best-placed to judge the individual’s well-being;
- b) the individual’s views, wishes, feelings and beliefs;
- c) the importance of preventing or delaying the development of needs for care and support or needs for support and the importance of reducing needs of either kind that already exist;
- d) the need to ensure that decisions about the individual are made having regard to all the individual’s circumstances (and are not based only on the individual’s age or appearance or any condition of the individual’s or aspect of the individual’s behaviour which

- might lead others to make unjustified assumptions about the individual's well-being);
- e) the importance of the individual participating as fully as possible in decisions relating to the exercise of the function concerned and being provided with the information and support necessary to enable the individual to participate;
  - f) the importance of achieving a balance between the individual's wellbeing and that of any friends or relatives who are involved in caring for the individual;
  - g) the need to protect people from abuse and neglect;
  - h) the need to ensure that any restriction on the individual's rights or freedom of action that is involved in the exercise of the function is kept to the minimum necessary for achieving the purpose for which the function is being exercised.

These new duties have far reaching implications and means Wiltshire Council will have to:

- consider what services, facilities and resources are already available in the area (for example local voluntary and community groups), and how these might help local people;
  - identify people in the local area who might have care and support needs that are not being met, and carers who might have support needs that are not being met;
  - ensure people get the information they need to make good decisions about care and support.
9. It is **recommended** that Wiltshire Council works with care providers and the Voluntary and Community Sector to identify people and ensure they receive good information about available support ahead of the Care Bill coming into force. There is also a duty to cooperate with relevant partners and to promote the integration of health related services, including housing. This mirrors an existing duty on the Clinical Commissioning Group and the Health and Wellbeing Board; it is supported through an amendment enabling a £3.8bn Better Care Fund. Proposals for this have been developed with the Clinical Commissioning Group and signed off by the Health and Wellbeing Board, which has provisionally set aside £2.5m in 2015/16 for implementing the care bill.

### **Market Shaping**

10. The Care Bill requires local authorities to make sure the local market delivers a wide range of care and support services. Accordingly, Wiltshire Council will have a formal role to influence the development of the kinds of services that are best for the local community through market-shaping. This includes fostering a good local workforce.
11. It is therefore **recommended** that Wiltshire Council:
- develops an adult care strategy which caters for and protects the human rights of everyone in Wiltshire who is sick or disabled rather than just those using formal services funded or arranged by the council

- ensures key strategy documents and commissioning strategies explicitly recognise the new duty to promote wellbeing and cater for the whole population (rather than just the minority that most of the council's adult care budget is spent on)
- finalises market position statements that provide a clear signal to the market by identifying care and support needs across the community and explaining how the council intends to buy services in the future. Such a statement will mean that companies providing care and support know who they are designing services for and can develop the right care for the right people.

### **Assessing needs and eligibility for the cared for and carers**

12. The Bill aims to transform assessment of needs from being a gateway to council-funded social care, to a service in its own right which provides people with advice and information on achieving their desired outcomes, regardless of eligibility.
13. The right to assessment will be extended to people 'who may need care and support', rather than those 'who may be in need of community care services'. The focus of assessments will be on the outcomes the person wants to achieve in their life and the extent to which the person's own capabilities, family and social or community networks can help them achieve these.

Carers also have a strengthened right of assessment and will no longer need to request an assessment or be providing substantial and regular care to receive one; carers who 'may need support' are also entitled. This is a major development with significant implications for local authorities.

14. Alongside this, minimum national eligibility criteria will apply across all local authority areas. The government has published an initial draft of national eligibility criteria for comment, and following formal consultation these will come into effect through regulations in April 2015. The criteria will replace the existing Fair Access to Care Services (FACS) banding system which the government reproduced in its guidance '*Prioritising need in the context of Putting People First*'. The FACS bands were open to interpretation and set at different levels in different local authorities. The intention of the national criteria is to set the band at the equivalent of 'substantial' needs under the old system; although some commentators have suggested the new draft criteria equate more to 'moderate' or 'low'.
15. Following a needs assessment, those ineligible for care and support will need to be given written advice and information on what can be done to meet or reduce their needs and delay the development of further needs.
16. Regulations on how assessments can be conducted will come into force in April 2015. These will enable local authorities to delegate this function to outside organisations but will also specify the cases where specialist assessments are required, for example people with autism or who are deafblind. The regulations may also specify circumstances where no assessment is required (for example when someone has been diagnosed

as terminally ill) and encourage joint assessments to be undertaken with the NHS wherever appropriate.

17. Wiltshire Council's Help to Live at Home Service is already based on an outcomes-focused approach and was a case study quoted in the White Paper. It is **recommended** that the council:
- examines the approach and costs of offering assessments to the whole population of older people and the savings that could be achieved if assessments prevent people spending all of their capital on inappropriate care and support and then coming to the council for funded care/support. Currently the council spends nearly ten percent of its budget for services to older people paying the fees of people who run out of money and require the council to pick up the cost of their care. Assessing people allows the council to suggest better options to people that are considering going into a care home too early, at the wrong price or for the wrong reason.
  - continues to review how we assess and support carers, and utilise the the carers pooled budget with the NHS and updates the Wiltshire Carers strategy
  - makes sure its processes for assessing people with mental health needs are outcome focused – these have changed recently and will need to be evaluated.

### Care and Support Planning

18. The Bill gives local authorities a new legal responsibility to provide a care and support plan (or a support plan in the case of a carer) for self-funders where this is requested as well as those receiving council funded support.
19. The care and support planning process will be largely unchanged from the one presently operated by Wiltshire Council and will consider a number of different things, such as:
- the person's needs
  - what they want to achieve
  - what they can do by themselves or with the support they already have
  - what types of care and support might be available to help them.

When the cared for person consents, the idea is that the care and support plan will be developed be using a 'whole family approach' with the person, their carer and the council.

20. As part of the care and support planning process, Wiltshire Council will be required to tell the person about their **personal budget**. This is the amount of money that it would cost the local authority to arrange the necessary care and support for that person. It includes any amount that the local authority is going to pay itself towards those costs (which might range from all to none of them), minus an allowance for daily living costs if it is for residential care. Personal budgets help adults to decide how much control they want to have over arranging their own care and support.
21. Using the information from the personal budget, the person can ask the local authority for a **direct payment** and use this to arrange their own care



and support. The local authority must provide a direct payment if they are paying for some of the support and the person meets a basic set of conditions set out in the Care Bill.

22. Local authorities will also have to offer direct payments for residential care and mental health patients receiving support under s117 of the Mental Health Act. Individuals with continuing health care needs will also have the right to ask the NHS for a personal health budget (from April 2014); this will enable the individual to join this up with their personal budget for social care where appropriate. Provision is also included for independent advocacy in assessments, plans and safeguarding reviews in circumstances where this is deemed necessary.
23. The latest version of the Care Bill includes clarifications on issues to do with 'ordinary residence'; and spells out the steps Wiltshire Council must take when people with eligible needs move into or from another area with a duty to ensure continuity of care (sharing information in advance etc). In a move which may have significant implications for Wiltshire, prisoners will become 'ordinarily resident'. Wiltshire has a relatively large prison population and prisoners can have a higher proportion of needs.
24. Wiltshire Council's current support planning process for older people is broadly in line with the process outlined in the Bill. The Bill also includes measures to enable a smooth transition from Children's services – including children being assessed early using adult criteria where it makes sense to do so, and different assessments of adults and children being undertaken together. The council's current work to create a new 0-25 special educational needs and disability (SEND) service means we are well placed to meet these requirements. Statutory guidance will provide further detail on transition planning and the Children and Families Bill will also cover arrangements for when children act as carers for other children. Further work will be needed to review practice around young carers and parent carers.
25. Alongside this it is **recommended** that Wiltshire Council:
  - adopts a new policy on personalisation and personal budgets which meets the requirements of the Bill and provides a clear process for offering personal budgets based on the value of a costed care/support plan. This policy will need to be agreed by Cabinet following a period of consultation.
  - takes account of the personal health budgets pilots which Wiltshire's Clinical Commissioning Group (CCG) began in April 2013. and the opportunities they present to look at joint or single support plans for customers across health and social care.
  - ensures needs assessments and carers assessments are undertaken quickly when notified that someone intends to move to Wiltshire .
  - uses its position as a Department for Education "pathfinder" authority to continue influencing the implementation of the Children and Families Bill, to ensure a good transition between children's and adult social care.

## Financial Assessment and Charging

26. Local authorities will be able to continue charging for the costs of meeting certain care and support needs. However, if there is normally a charge for the type of care and support an adult is going to receive, the government has indicated that the eligible support will be provided for free if either:
- the person cannot afford to pay the full cost of their care and support
  - the adult does not have mental capacity and has no one else to arrange care for them; or
  - the person turns 18 with eligible needs.
27. Any adult (regardless of their finances) will be able to ask the local authority to arrange care and support for them (including at the local authority's standard rate). This is to make sure people who are uncertain about the system or lack confidence to arrange their care do not go without. However, if they have adequate financial resources they will still need to pay for their care and support and Wiltshire Council will be able to charge an administration fee for this service.
28. As now, if a person has eligible needs a financial assessment will be needed to determine how much they need to pay for their care. There are currently different systems for charging depending upon the type of care and support, for example there are different charging arrangements for care in a care home to care that is given to people in their own home. New charging regulations will set out a consistent approach to this so people in different care settings are treated in the same way.

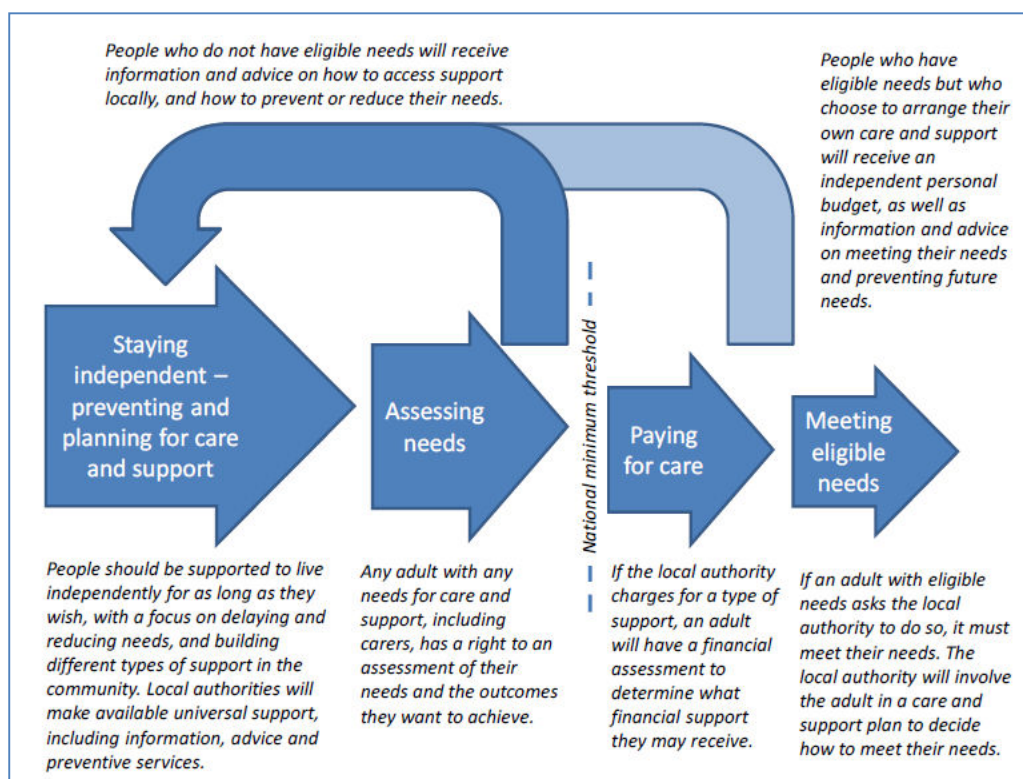


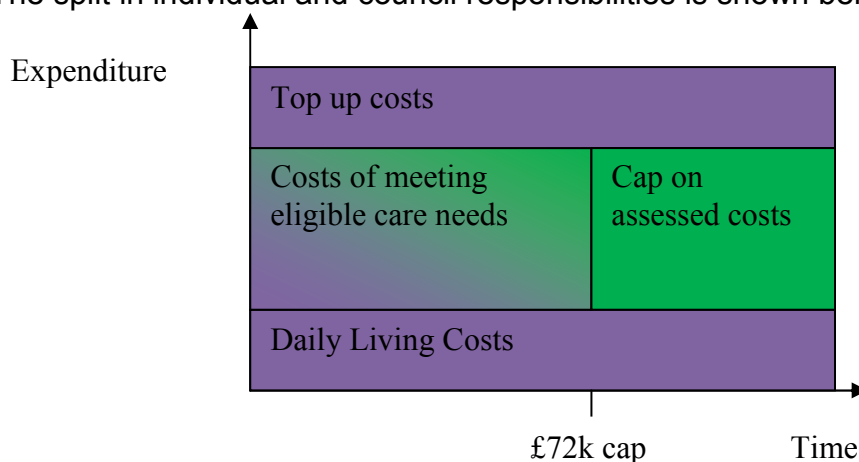
Figure 1: Diagram from the draft national eligibility criteria for adult care and support discussion document

29. It is **recommended** that Wiltshire Council considers the types of support the council will offer people for free (for example, re-ablement or initial

support, telecare, disabled facilities) and the types of support it will charge for, once new charging regulations are issued.

### Funding Reform and the Cap on Eligible Care Costs

30. From April 2016, the Care Bill will enable the government to introduce a cap on eligible care costs. It is intended that the cap will be £72,000 when it is introduced in April 2016. The level of the cap will be adjusted annually (for example it is expected to be £75,000 in 2017).
31. If following an assessment they can afford it, individuals will be responsible for their eligible care costs up to the cap. Outside the cap, they will also be responsible for:
  - any 'extra' care costs (for example, a more expensive care option);
  - any support that is not required to meet their eligible needs in the care and support package, i;
  - contributing to general daily living costs if they are in a care home. General living costs reflect the costs that people would have to meet if they were living in their own home (such as food, energy bills and accommodation). People will be expected to pay around £12,000 a year towards their care costs if they can afford it.
32. Wiltshire Council will be responsible for:
  - assessing individual needs and determining an independent personal budget for each adult with eligible care needs. The independent personal budget will be equivalent to what the local authority would pay for that person's care and support and it will show the rate at which people progress towards the cap.
  - maintaining a 'care account' for all adults with eligible needs, producing statements and updating the amount counted towards the cap annually;
  - any further eligible care costs once an individual reaches the £72,000 cap;
  - providing financial help to people with their care and/ or general living costs, if they have low income levels and do not have enough income to cover their care costs.
33. The split in individual and council responsibilities is shown below:



Costs met by individual      Costs met by council

NB – means tested support for daily living costs will also be available in some circumstances.

34. It is important to note that under current proposals all eligible care costs (whether funded by the council or not) will count towards the cap. This is to ensure that those who benefit from some means tested support end up paying proportionately less.
35. Alongside the introduction of the cap, the government is considering introducing an extended means test through the charging regulations and undertook a consultation on this recently. Key proposals include from April 2016:
  - introducing a lower cap depending on the age of eligible working age adults
  - raising the upper capital limit from £23,250 to £118,000 for care home costs (i.e. people may receive financial support if they have assets of less than £118k including their home)
  - providing financial support with care costs to people with less than £27k (excluding the value of a home) for those who have a partner or dependent living at home or who are receiving home care. Those with more than £27k will be expected to meet the full cost of meeting their needs
  - increasing the lower capital limit from £14,250 to £17k so if a person has less assets than this they are only required to contribute towards their care costs from their income.
36. Wiltshire Council has the option of starting to assess current self funders in September 2015 so that their eligible care costs can be counted from April 2016. It should be noted that under the Care Bill individuals will also have the right to appeal decisions about their assessed eligibility and care packages, although the details are yet to be made available on how this mechanism will work. It is **recommended** that Wiltshire Council considers developing an action plan for how the Council will assess self funders from September 2015..

### **Deferred Payment Agreements**

37. The government is proposing that other important elements of the current system remain unchanged. This includes the 12 week property disregard which allows people breathing space to make decisions about their future before the value of their property is taken into account when assessing their contribution towards residential care.
38. However, from April 2015 there will be a new legal right for people to defer paying care home costs through deferred payment agreements. In a deferred payment agreement the local authority pays the care home costs during the person's lifetime meaning they do not have to sell their home to pay their care costs. Deferred payment agreements may include services that are not necessary to meet someone's needs, for example preventive or extra services which may be in addition to their 'eligible' care and support.

39. This right can be offered in certain circumstances (to be specified in regulations) where an adult owns their home. Local authorities will be able to charge interest on deferred payment arrangements, so that they can cover the costs of offering them. In a recent consultation the government proposed that deferred payments would be offered to anyone who meets all of the following criteria:
- anyone who would benefit from residential care, based on a local authority assessment of needs which takes reasonable account of the person's preferences
  - who has less than £23,250 (2015, £27k in 2016) in assets *excluding* the value of their home (i.e. in savings and other non-housing assets)
  - whose home is not occupied by a spouse or dependent relative (i.e. whose home will be taken into account in the local authority financial assessment and might need to be sold).
40. Wiltshire Council already offers deferred payments in similar circumstances to those described above – although without charging an arrangement fee or interest which regulations may require or enable the council to do. Given this, it is **recommended** that Wiltshire Council ensures adequate resource requirements remain in place for the council's legal and finance teams to manage contracts, maintain records and create clear guidance on how debts and interest can be managed. The possibility of charging an arrangement fee could also be explored.

#### **Provider failure and market oversight**

41. The failure of Southern Cross in 2010 highlighted the lack of an early warning system when care providers get into financial difficulties. As a result, the Care Quality Commission (CQC) will establish and run a new market oversight regime covering large or very specialist care providers whose failure would cause significant problems. Regulations will determine which providers are covered by the scheme (likely to be based on their share of the market). The CQC will be responsible for assessing the financial sustainability of these businesses and requiring providers to develop a plan to mitigate against any perceived risks. The CQC will have powers to request information from providers and a duty to inform the relevant local authorities it thinks a provider is likely to fail.
42. The Bill makes it clear that local authorities will have a temporary duty to ensure that both residential care and care provided in a person's own home continues if a provider fails. This will apply to everyone receiving care - regardless of whether they pay for their own care or are funded by the local authority, or if their needs meet eligibility criteria. It is not yet clear how many cases this could apply to.
43. It is **recommended** that once regulations are published, Wiltshire Council considers which care providers in the area will not be covered by the CQC market oversight regime and continues to support appropriate liaison and risk management arrangements with those providers.

## Safeguarding Considerations

44. The Care Bill requires local authorities to set up a Safeguarding Adults Board (SAB) in their area, giving these boards a statutory basis equivalent to Children's Safeguarding Boards, for the first time. The SAB must:
- include the local authority, CCG and the police, who should meet regularly to discuss and act upon local safeguarding issues (together with any other relevant partners they wish to include);
  - develop shared plans for safeguarding, working with local people to decide how best to protect adults in vulnerable situations (including consulting Local Healthwatch);
  - publish a shared safeguarding plan and report to the public annually on its progress (including to the Health and Wellbeing Board), so that different organisations can make sure they are working together in the best way.
45. The Bill allows SAB members to contribute financially to the cost of running the SAB and for money to be pooled into a single fund. It introduces a requirement for organisations and people to supply SABs with information if this will assist the board in fulfilling its functions and relates to the organisation or person in question. This power will be most relevant to Safeguarding Adults Reviews and will give SABs the same power as local Safeguarding Children's Boards.
46. SABs must arrange for a Safeguarding Adults Review of any case where an adult in the area with care and support needs was or could have experienced neglect and abuse, and the adult dies or there is reasonable cause for concern about the actions of the, SAB, a member of the SAB or anyone else involved in the adult's case. All members of the SAB have a legal duty to co-operate with and contribute to these reviews. The Bill specifies that reviews should focus on learning lessons and applying these to future cases.
47. The Bill also introduces a clear duty for every local authority to investigate suspected abuse or neglect. This includes making (or arranging) any enquiries necessary to work out what action they should take when they have 'reasonable cause' to suspect **any** adult in their area with care and support needs is experiencing, or at risk of, abuse or neglect, and is unable to protect themselves against abuse or neglect (or the risk of it) because of these needs. This duty applies regardless of whether the local authority meets the adult's care and support needs (not just eligible needs) or whether the adult is 'ordinarily resident' in the local area. Existing guidance ([No Secrets](#)) will be abolished and replaced with new statutory guidance.
48. Wiltshire has a well-established Safeguarding Adults Board which is generally well-supported by the relevant partner agencies. Making the SAB a statutory requirement will help to prevent any risk of loss of commitment as staff resources come under pressure across the public sector. Consequently, it is **recommended** that Wiltshire Council:
- works with partners to review financial contributions to the Safeguarding Adults Board and future Safeguarding Adults Reviews.

This is particularly important as such reviews are likely to become much more common in adults services;

- takes the SAB Annual Report to the Health and Wellbeing Board again this year. This will be an important future relationship with the two bodies needing to hold each other to account for their activities in safeguarding adults at risk. All SAB member agencies are asked to present the Annual Report to their own Board or equivalent body as well;
- invites the SAB to consult Healthwatch Wiltshire on its Business Plan ahead of the implementation of the Care Bill.

### **Public Health Implications**

49. A 'well-being principle' underpins the whole of the care and support system in the Care Bill. This means that people's well-being, and the outcomes which matter to them, will be at the heart of every decision. The emphasis on preventing and delaying needs for care and support, rather than intervening at crisis point, is also new. This fits well with a range of preventative activity delivered by the public health team.

### **Environmental and Climate Change Considerations**

50. Not applicable.

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

51. One of the intentions of the Care Bill is to ensure that no-one faces catastrophic care costs and that individual rights are strengthened. Impact Assessments have been produced for each part of the Bill together with a statement of compliance with the Human Rights Act.

### **Risk Assessment**

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

1. Wiltshire Council is ill-prepared for the implementation of the Care Bill and as a result incurs unnecessary costs and delivers poor quality care
2. Reputational risk to the Council given the priorities in the business plan which describe the Council as forward looking and resident focused.

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

- | <b>Risk</b>                                  | <b>Action to mitigate the risk</b>                       |
|----------------------------------------------|----------------------------------------------------------|
| 1. Early preparations may raise expectations | Clearly communicate when the provisions come into effect |

A Programme Board has been established to manage the implementation of the Care Bill. Individual projects have been set up to look at the different areas the bill will cover and relevant stakeholders will be included. The programme boards

role will be to monitor progress and manage the risks associated with implementing the bill.

## Financial Implications

52. Drawing on the impact assessments for the Care Bill it is clear that a number of measures are likely to have financial implications for Wiltshire Council. These include:
- *Increased demand for needs assessments.* The needs assessment will help self funders of care count their eligible care costs towards the cap from 2016. The government estimates that there will be an increase in the number of assessments (for new care users) of between 180,000 and 230,000 in 2016/17 and of reviews (for people already receiving care) of between 440,000 and 530,000 in 2016/17. The unit cost of an assessment is estimated at £400-500, of a review at £200-250 and of case management at £1000 to £1100 per case. In Wiltshire two-thirds of people currently pay the entire cost of their care.
  - *Increased demand for carers assessments:* the government's impact assessment estimates the number of carer's assessments will increase by 230,000-250,000 as a result of the Bill (up 60%), from a base of 400,000 in 2010-11. The government estimates the increase will take place over three to four years from implementation in April 2015. It is estimated that each assessment costs £100. The Bill makes it clear that local authorities should see carer's assessments and needs assessments as equally important. The council will need to carry out more carer's assessments which may mean we need to employ more staff. We currently carry out two to three thousand assessments each year, but census data suggests nearly 47,000 people have caring responsibilities in Wiltshire. Assessing more carers is likely to increase the cost of carer's support – currently around 47 percent of carers who are assessed receive support.
  - *More people being identified as eligible for council-funded care and support* due to increased numbers of assessments. Similarly, depending on whether the national eligibility criteria is set at a higher or lower level than our current eligibility criteria the council may need to fund additional support.
  - *Deferred payment agreements* – these will also have a cost nationally, although Wiltshire Council already offers these in some cases and could potentially benefit from some funding for delivering a service which is currently optional. The cost of the prevention, market shaping and provider failure provisions are still to be determined.
53. The Government is making available £470m to support Care Bill pressures in 2015/16. This comes through:
- £135m revenue funding in the £3.8bn Better Care Fund (not ringfenced);
  - £50m capital funding including funding to implement new IT systems, through the Better Care Fund (top sliced from other local government funding); and



- £285m revenue funding for transitional costs and new burdens (top sliced from other local government funding).

54. The Better Care Fund money is indicatively allocated to support the implementation of policies associated with the Care Act in 2015/16 and the Care and Support White Paper as follows:

Care Bill implementation funding in the Better Care Fund (£135m nationally)		Amount for 15/16 (approx £m)
<b>Personalisation</b>	Create greater incentives for employment for disabled adults in residential care	3.0
<b>Carers</b>	Put carers on a par with users for assessment.	16.6
	Introduce a new duty to provide support for carers	33.1
<b>Information advice and support</b>	Link LA information portals to national portal	0.0
	Advice and support to access and plan care, including rights to advocacy	24.9
<b>Quality</b>	Provider quality profiles	5.0
<b>Safe-guarding</b>	Implement statutory Safeguarding Adults Boards	8.1
	Set a national minimum eligibility threshold at substantial	40.2
<b>Assessment &amp; eligibility</b>	Ensure councils provide continuity of care for people moving into their areas until reassessment	4.4
	Clarify responsibility for assessment and provision of social care in prisons	6.6
<b>Veterans</b>	Disregard of armed forces GIPs from financial assessment	2.5
<b>Law reform</b>	Training social care staff in the new legal framework	4.6
	Savings from staff time and reduced complaints and litigation	-13.6
<b>Total</b>		<b>135.4</b>
<b>IT</b>	Capital investment funding including IT systems (£50m nationally)	50
<b>Grand Total</b>		<b>185</b>

55. In Wiltshire, the Council and CCG have agreed to allocate £2.5m from the Better Care Fund to address the local burdens associated with these elements as well as other transitional costs. The revenue costs set out in the table above are expected to rise to £290m by 2018/19 and the government will have to set out how this, transitional costs and deferred payment costs are met in future spending rounds for 2016/17 onwards.
56. For 2015/16, the £285m of revenue funding which has been allocated in the current spending round referred to above (top sliced from other local government funding), consists of:
- £145m for early assessments and reviews (ahead of the introduction of the cap in 2016/17);
  - £20m for capacity building including recruitment and training of staff;
  - £10m for an information campaign; and
  - Up to £110m for the administration of the deferred payments scheme.
57. The implementation of the extended means test and cap in 2016/17 is likely to lead to additional costs of £738m nationwide (including extra assessments, reviews, support and financial support), growing to £2.2bn by 2020/21 and £3.5bn by 2025/26. The government has indicated that the cost of the cap will be met in part by extending the freeze on the Inheritance Tax threshold at £325,000, or up to £650,000 for couples, by three years from 2015-16. The remainder will be funded from extra headroom created by private and public sector employer National Insurance Contributions associated with the end of contracting out as part of the introduction of the Single Tier Pension.

58. To allocate the funding, the Department for Health is currently conducting a [review](#) of the adult social care relative needs formula (RNF). As well as updating the current formula that relates to demand for means-tested social care, the review will also work out an allocation formula for the capped cost system, which will have a different pattern of need as it is universal rather than means-tested. This new formula will be used to allocate the money within the DCLG grant. Work on the new formulae will be completed in 2014 and allocations for 2015/16 will be published in late 2014. Wiltshire Council is contributing to the review. In the meantime, modelling work on the possible funding impact on Wiltshire is being undertaken.

## Legal Implications

59. Regulations and statutory guidance will provide further details on the legal implications of the Bill in due course. A timetable for the publication of these is set out in Appendix 1.

**Maggie Rae**

**Corporate Director**

**Statutory Officer for Adults' Social Services and Public Health**

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Report Author:

David Bowater, Senior Corporate Support Officer, 01225 713978

November 2013

## Background Papers

The following background papers have informed this report:

[Caring for Our Future White Paper](#) (July 2012)

[Policy statement on care and support funding reform](#) (February 2013)

[The Care Bill: factsheets](#) (May 2013)

[Care Bill Impact Assessments](#) (May 2013)

[Draft national eligibility criteria for adult care and support: discussion document](#) (June 2013)

[Caring for our future: consultation on reforming what and how people pay for their care and support](#) (July 2013)

[Care Bill Homepage](#) (November 2013)

Care and Support Reform Programme Board: How care and support reform is paid for (28 November 2013)

No unpublished documents have been relied on in the preparation of this report.

## Appendices

Appendix 1: Timescale for implementation of key provisions of the Care Bill

Appendix 2: National support programmes for implementation of the Care Bill

## Timescale for implementation of the provisions of the Care Bill



Key regulations come into force April 2015 with the cap and extended means test beginning April 2016.

Caring for our future: consultation on reforming what people pay for their own care and support.

**Joint Programme Office support for implementation of the Care Bill**

The Department of Health, Adass and the LGA have set up a single office to help councils deliver on the Care Bill. Staff from the joint office will be getting in touch with individual councils in the New Year to identify their support needs. Key areas of support are below.

Legislation, Informatics, Communications Strategy, Workforce, Finance allocations,									Enablers
Prevention & Co-operation	Information & Advice	Quality & Safety	Care Planning	Assessment & Eligibility	Care Markets	Paying for Care	Charging for Care	Law Reform	Workstreams
Evidence Library	Improve local on line services	Quality Ratings	Personal's'n Action Plan	Assessment framework	Market oversight regime	Deferred payment scheme	Cap on care costs	Wellbeing principle	Policy commitments
Housing Fund	National info on C&S		Direct payments in res. care	National min. eligibility threshold	Developing Care Markets	Financial planning	Charging framework		
C&S in prisons	Improve connect'y nat'l & local systems		X-border placements	Transition child to adult care	Commissioning Quality	Environ't for financial products	Top ups		
Prisons; Co-operation; Delayed discharges			PBs / IPBs; Direct payments; Choice of accom'n; X-border; Ordinary Residence disputes	Assessments; Eligibility criteria; Delegation of powers; Continuity	Provider failure; Market oversight	Deferred payment scheme	Financial assm't.; Care A/c; Charging; Top-ups; Cap level; Debt recovery	NHS Boundary; Sight registers etc.	Secondary legislation
Wellbeing; Prevention; "Asset-based" approach; Delayed discharges	Information and advice (inc. financial advice)	Safeguarding; Operation of Safeguarding Adults Boards	Personal plans; Care planning; Calculating care costs; Direct Payments; X-border; Ordinary residence; Brokerage; Cap transition; Aligning plans	Needs assesst; Carer's assessment; Eligibility; Whole family approach; Delegation of powers; Continuity; Transition child to adult	Commiss'g services; Market shaping; Provider failure; Market oversight	Deferred payment scheme; Financial planning; challenges & disputes	Financial assm't.; Care A/c; Treatment income & capital & glc; Implement cap system; Debt recovery	Sight registers, etc.	Statutory guidance
Specialist Housing Market Shaping Guidance	Improving on-line info support; Info & advice publications;	Safeguarding good practice guidance; Toolkits and template development	Res. alloc'n principles; Non-DH guide / best practice; National res. Alloc'n toolkit /model system OR guide & completed determinations	Assess. tools; Tools/training for assess. & eligibility framewk; Tools for continuity of care; Transition protocol	Serious provider failure principles; Comiss'g best practice; Access to comiss'g academy	DPA model scheme, best practice, train'g; fin. info & advice best practice,model pathway, train'g	Personal care planning tools; Tools to support LA implement'n decisions		Implementation Support

**Wiltshire Council**

**Cabinet**

**22 April 2014**

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**Subject: Personalisation Policy**

**Cabinet member: Councillor Keith Humphries - Public Health, Protection Services, Adult Care and Housing**

**Key Decision: Yes**

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## **Executive Summary**

Wiltshire Council requires a personalisation policy to set out how it will comply with the requirement to offer all Council funded support through a personal budget.

A new personalisation policy will set out how the Council will identify and discuss the outcomes a person wants to achieve.

The policy will state that people can be offered a non-means tested period of support to build independence and avoid making long term decisions at a time of crisis.

The policy will state that the value of a personal budget will be calculated by agreeing the reasonable cost of a support plan, capable of achieving the outcomes identified and supporting a person's eligible needs.

## **Proposal**

That Cabinet agree to the draft personalisation policy setting out how the value of a personal budget will be calculated and to carry out consultation.

## **Reason for Proposal**

The Council currently does not have a personalisation policy and is required to consult on new policies and changes to related policies

**James Cawley**

**Associate Director Adult Care Commissioning, Safeguarding and Housing**

**22 April 2014**

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**Subject: Personalisation Policy**

**Cabinet member: Councillor Keith Humphries - Public Health, Protection Services, Adult Care and Housing**

**Key Decision: Yes**

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### **Purpose of Report**

1. The purpose of this report is to agree the draft personalisation policy to allow a consultation period to begin.

### **Background**

2. Personalisation means that every person receiving support, whether through Wiltshire Council or funded by themselves, has choice and control over the shape of that support.
3. Personal budgets are a central part of the personalisation agenda to give service users choice and control over their care and support.
4. Personal budgets can be defined as an allocation of funding given to users after an assessment which should be sufficient to meet their assessed needs.
5. Users can either take their personal budget as a direct payment, or – while still choosing how their care needs are met and by whom – leave councils with the responsibility to commission the services. Or they can have some combination of the two.
6. Councils in England were set a target of having 70% of users of community-based services and carers with a personal budget by April 2013 by the government.
7. The Council currently achieve 86% of people having a personal budget by the end of 2013/14. This represents a significant improvement from 2012/13 where 31% of people had a personal budget.
8. The Care Bill includes plans to make personal budgets a mandatory part of all care plans, meaning they would apply to all council-funded users - including those in residential care - from the bill's point of implementation. This has been pencilled in as April 2015.

9. In order to fully adopt this requirement the Council needs to have a personalisation policy in place that sets out how personal budgets are calculated and given to people.
10. The adoption of personal budgets impacts on the Council's current policies for Charging and Eligibility, which need to be updated to improve clarity on how decisions are made.

### **Personalisation policy**

11. The personalisation policy (See Draft Personalisation Policy Appendix A) will cover all adults over the age of 18. The policy needs to ensure that everyone in Wiltshire is treated in the same way. Therefore the principles for the policy should be about:
  - a) Fairness
  - b) Transparency
  - c) Maximising customers' control of their care and support

### **Main Policy Areas**

#### *Maximising independence*

12. The policy sets out that any support funded by the Council should maximise a person's independence and be offered on the basis of "just enough support". It will do this by.
  - a. all assessments will focus on outcomes.
  - b. everyone will be offered a time limited period of initial support that is focused on helping a person to regain independence to reduce or remove the need for long term support
  - c. initial support (intensive support focused on reablement) will be offered to all people who meet the eligibility criteria for support but will be non-means tested (free).
13. This will mean people who are eligible for support who have had a crisis, or are leaving hospital will receive a period of free support to help them regain their independence before any decisions about long term care are taken.

#### *Calculating the value of a personal budget*

14. A number of Councils have adopted a Resource Allocation System (RAS) to help them calculate the value of personal budgets. They do this by inputting a person's assessment details into a system that turns that information into a financial value.
15. The policy sets out that Wiltshire does not intend to use a RAS as we do not believe it meets the first two principles of the policy of fairness and transparency.

16. The policy states that the Council will calculate a personal budget by establishing the 'reasonable' cost of the support a person needs to meet their eligible needs and outcomes, referred to as a person's support plan.
17. Personal budgets that are managed by the individual, not the Council, are given to people through a direct payment.
18. The rates used to calculate the costs of a person's support would be based on the rates it would cost the council to pay for those services through commissioned services.

### *Carers*

19. The new bill gives carers the same rights as people who are cared for. Carers will be entitled to an assessment, support plan and personal budget, in the same way as people who are cared for can have their own support plan.
20. The personalisation policy proposes to adopt the new requirements for supporting carers, as set out in the Care and Support Bill.
21. Carers currently are only able to access sitting service or respite support. On implementation of the bill, the policy will enable carers to have a support plan that is more aligned to their needs and have greater flexibility around what their support plan can include.

### **Public Health Implications**

22. Implementation of the personalisation policy will help to ensure more people have access to appropriate information about the type of support they can access and so help them to live healthier more independent lives.
23. The policy promotes greater equality and fairness in allocation of Council resources. This should ensure some of the harder to reach groups across the County have increased levels of access to the support available and thus help to reduce health inequalities.
24. Careful monitoring of the scheme will be essential to mitigate the possibility of the financial abuse of persons and carers receiving a personal budget. Financial abuse counted for 15% of all investigated alerts of over 65s in 2012/13.

### **Environmental and Climate Change Considerations**

25. This paper includes no proposals that impact on environmental and climate change

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

26. Implementation of the personalisation policy would ensure everyone in Wiltshire with care and support needs is treated fairly and equitably.



27. Current operational practices try to ensure everyone is given an equal chance of accessing support, but this is not transparent to the people affected. Implementation of the policy will mean the Council can clearly state how the Council will make decisions around the support they are prepared to fund.
28. By adopting the same policy and procedures for Carers, the Council will ensure that it has systems in place in time for introduction of the new bill and that it treats carers in the same way that it does cared for people.

### **Risk Assessment**

29. Risks that may arise if the proposed decision and related work is not taken.
  1. Reputational risk to the Council if it does not meet the requirements in the new care and support bill to offer all people a personal budget
  2. The Council has a legal challenge based on a lack of transparency about how it made decisions about the support made available to a person following an assessment
30. Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

	Risk	Action to mitigate the risk
1	Carers and Carers action groups are upset by the policy change	Consult with Carers and Carers support groups
2	The Councils adult social care costs increase due to raised awareness of what support can be provided	Monitor take-up and demand for support and adjust budget projections
3	Differences between 0-25 service and adult social care in calculating support costs	Discuss with 0-25 team policy implementation

### **Financial Implications**

31. The introduction of the new care and support bill is expected to raise the profile of the support people can expect. The increased transparency may lead to increased numbers of people approaching the Council for support.
32. The Care Bill will also have a significant impact on operational teams. Impact assessments are currently being developed to better understand the costs of implementing the care bill.

33. Offering free initial support to people in a crisis is currently provided to new customers, but not people with an existing package of support. There would be a small budget pressure by extending this offer to people with existing support plans, who have been into hospital or change in their level of need. It would be expected that this cost would be off-set by reduced long term care costs as people would have been supported to regain independence.
34. The policy does not change the offer of free support to Carers. Additional funding through the Better Care Plan has been made available but work is on-going to understand the full financial impact from any increase in demand for Carers assessments and support.
35. Adoption of the broader principles of the personalisation policy do not have a direct financial impact, the principles simply describes how we should be working with people to help them find the most appropriate support.

### **Legal Implications**

36. The personalisation policy is intended to give the public information on how the Council makes decisions on what support is offered and how the financial value of that support is calculated. This will reduce the likelihood of people challenging the decisions made by the Council about the support they can fund.
37. The Council has a statutory duty to support people who are assessed as having eligible needs. The personalisation policy clarifies how the Council will fulfil this duty
38. The Council has a duty to support Carers. The new care and support bill will give carers the same rights as people who are cared for. The personalisation policy clarifies how the Council will meet this revised duty of care.
39. Councils will have a duty to offer people a personal budget. There is no legal requirement for Councils to have a RAS. The personalisation policy sets out how the Council will work out the value of a person's personal budget.
40. There is no legal reason why a Council should not charge for carers support. This is a decision that a Council is entitled to decide themselves

### **Conclusions**

41. The Personalisation policy will mean the Council is well placed to implement the new care and support bill and will ensure the Council is fair and transparent about how it makes decisions about funding support.
42. Consulting and adopting the policies will help improve operational consistency and help ensure there is information advice available to people about how decisions on care and support are made.

43. Cabinet is therefore asked to agree to the draft personalisation policy and begin a period of consultation.

**James Cawley**  
**Associate Director Adult Care Commissioning, Safeguarding and Housing**

Background Papers

None

Appendix A – Draft Personalisation Policy

# Adult Social Care

## Personalisation and Self Directed Support Policy

INSERT IMAGE

### Policy Cover Information

Policy number	11	Version number	0.4	Status	Draft
Implementation lead	All adult social care managers		Implementation date	July 2013	
Policy approved by	Adult Leadership Team		Date approved	July 2013	
Next review date	August 2014				

### Policy Control Sheet

Policy title	Personalisation and Self Directed Support
Purpose of policy	To explain how Wiltshire Council is implementing the principles of personalisation in line with national legislation and the intentions of locally elected councillors.
Policy author(s)	David Bowater
Lead Director	James Cawley, Strategy & Commissioning
Target audience	Frontline staff and members of the public
This policy supersedes	<a href="#">Direct Payments to Manage Your Own Care</a> <a href="#">Financial Rules</a> <a href="#">Self Directed Support</a>
This policy should be read alongside	Eligibility Policy Charging Policy <a href="#">Safeguarding Policy</a> Carers Strategy
Related Procedures	Help with managing your personal budget audit procedure <a href="#">Guidance and Procedure on Direct Payments</a>
Monitoring and review lead	Executive Office
First year review date	November 2014
Subsequent review date	August 2015
Internet link	

This policy can be made available in a range of accessible formats if required.

## **Contents**

- a.** The Personalisation Policy
- b.** Who Does It Cover?
- c.** Definitions
- d.** Key Principles
- e.** National Context
- f.** The Personalisation Process in Practice
  - Contact
  - Assessment
  - Support Planning
  - Delivery
  - Review
- g.** Monitoring and evaluation
- h.** Review
- i.** Appendix 1

## The Personalisation Policy

Personalisation means that every person receiving support, whether through Wiltshire Council or funded by themselves, has choice and control over the shape of that support. This involves:

1. Ensuring that everyone has access to the right information, advocacy and advice so they can make informed decisions about their care and support.
2. Investing in preventive services to reduce or delay people's need for care and to promote independence and self-reliance among individuals and communities.
3. Developing local partnerships to produce a range of services for people to choose from and enhancing opportunities for social inclusion and community development
4. Working together with people to design, deliver and evaluate services.

### Who Does It Cover?

This personalisation policy applies to all adults (aged over 18). People with a learning disability, physical disability, mental health need or other social care need will all have the same rights to a personalised approach for their care and support.

Support for carers is included within the principles of the personalisation policy. Carers should be supported in their role and enabled to maintain a life beyond their caring responsibilities. Wiltshire's Carers Strategy sets out how this is achieved in more detail.

### Definitions

Personalisation is sometimes known as **self directed support**. Self directed support is the way that social care assessment, support planning and service delivery is made available so that more choice and control is given to individuals. It puts the person at the centre of the planning process, recognising that they are best placed to understand their own needs.

**Support plans** will be developed for those meeting the council's eligibility criteria. These will set out the support needed to help address people's assessed need and the cost of this. They focus on delivering a set of agreed outcomes. Self directed support introduces **personal budgets** for people in Wiltshire. The aim of this is to ensure individuals' support is clear, fair and under their control. A personal budget is based on the cost of meeting an adult's needs and is made up of council funding and the person's assessed contribution. Individuals may choose to use their personal budget on a commissioned service, where the

council holds and manages the personal budget on the person's behalf, as a **direct payment** (an amount of money you can use to meet your needs) or as a combination of both.

The personal budget must be used to deliver the outcomes in the support plan. The size of a personal budget depends on a '**reasonable price**'. The reasonable price is an amount of money that a professional in the council's adult social care team thinks will meet the assessed needs; together with the details of what it would cost council commissioned services to address those needs. So this reasonable price is based on a balance of how effective a support plan will be; how cost-effective the support plan will be based on all the options; the level and complexity of need a person has; and the overall cost of a support plan.

An **allocated worker** is a trained professional who will be qualified to deal with your specific needs. This can be either a Customer Coordinator, Social Worker, Nurse, Occupational Therapist or Community Psychiatric Nurse.

A **carer** is someone who provides unpaid, informal support to a family member, partner, friend or neighbour. This could be because they are ill, frail, disabled or have mental health or substance misuse problems.

### **Key Principles**

1. Ensuring that everyone has access to the right information, advocacy and advice so they can make informed decisions about their care and support.  
This means:
  - Everyone is entitled to an initial assessment of their needs
  - We will help people find the right information about care and related services such as leisure and transport.
  
2. Investing in preventive services to reduce or delay people's need for care and to promote independence and self-reliance among individuals and communities.  
This means:
  - We will support people in their own home, where this is the best use of resources
  - We will consider the best type of housing for people
  - We will offer initial support before an in-depth assessment takes place (except where some other form of support is already in place)
  
3. Developing local partnerships to produce a range of services for people to choose from and enhancing opportunities for social inclusion and community development.  
This means:
  - We will support user led or customer led organisations, community networks and volunteers to enable people to access support in the community.



- We will offer informal carers an assessment of the support they might require to enable them to fulfil their role.
  - We will offer support to anyone that is eligible, regardless of their background.
4. Working together with people to design, deliver and evaluate services.  
This means:
- We will offer individuals support plans with personal budgets and a choice of how these are delivered.
  - We will offer person-centred, responsive services; based on improving outcomes important to the individual.
  - We will enable and encourage independence, where possible. Some people are able to become more independent and if you can we will help you.
  - We will offer 'just enough' support – not making long term decisions at a point of crisis but ensuring support is time limited and reassessed to meet people's needs without creating dependency.
  - We will be transparent. People will know what the Council will contribute to the cost of their care and support based on a good understanding of a person's needs and the best way of meeting them to get the desired outcome.
  - We will be fair. Regardless of background, people with similar needs will have similar Personal Budgets.
  - We will empower. People can use their Personal Budget to arrange their care and support as they want it, to meet their agreed outcomes.

### **National Context**

The following statements of legislation and guidance provide much of the context for Wiltshire's Personalisation Policy – together with the emerging legislation in the Care Bill.

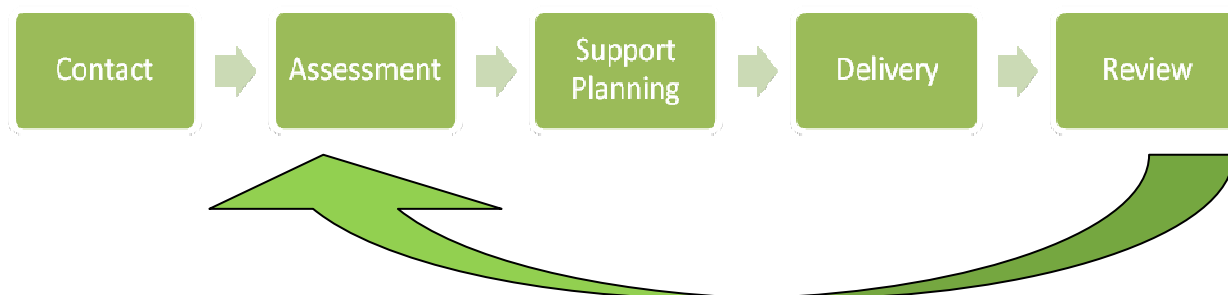
- *Health and Social Care Act (2001)*
- *Independence, Wellbeing and Choice (2005)*
- *Our Health, Our Care, Our Say (2006)*
- *Local Government and Public Involvement in Health Act (2007)*
- *Putting People First concordat (2007)*
- *Supporting people with long term conditions (2007)*
- *Transforming Adult Social Care (2008)*
- *The Independent Living Strategy (2008)*
- *A vision for adult social care (Nov 2010)*
- *Think Local Act Personal (Nov 2010)*
- *Adult Social Care: Choice Framework (May 2013)*

[The Putting People First \(PPF\)](#) concordat, in particular, provides a vision for truly personalised services where we promote health and wellbeing, and ensure proactive, planned, coordinated and integrated services.

[Think Local Act Personal](#) is a partnership of organisations which aims to deliver personalisation.

## The Personalisation Process in Practice

People who find everyday tasks difficult, or help someone who does, may be eligible for support from Wiltshire Council. If they are eligible, personalisation means that they will have more choice on how this support is delivered. This includes having a say in discussions about needs, the level of support, how the support is provided and in reviews of support. The 5 stages of the personalisation process in Wiltshire are set out below.



### 1. Contact

- Information about social care can be found on Wiltshire Council's website. You can make contact via the website, email ([customeradvisors@wiltshire.gov.uk](mailto:customeradvisors@wiltshire.gov.uk)) or by telephoning Wiltshire Council on 0300 456 0111. Urgent help outside working hours, is available on the Emergency Duty Service on 0845 60 70 888
- Many people may only require information and advice from us, preferring to make arrangements for their own care. Customer Advisors will discuss what options are available for you so that they can help decide on the best course of action in your particular situation. This may be to provide information and advice or signposting to existing community services provided by all kinds of organisations.
- You can be referred to us by your GP, a family member, another NHS professional or other person acting on your behalf - or you can self refer. Anyone who feels they need an assessment to help them can ask for one. If you are a carer you also have a right to an assessment of your needs.
- Where it is immediately clear that Wiltshire Council will not be able to offer support the teams will offer you advice and information about other services that may be available locally from independent organisations and community groups.

### 2. Assessment

- If a more in-depth assessment of current and future need is required, your details will be passed on to a relevant professional who will be an allocated worker. The allocated worker will be the most appropriate professional – such as a Customer Coordinator, Social Worker, Carer Support Worker or Occupational Therapist.

- The allocated worker will either: 1. contact you and ask if you would like to complete a simple self-assessment form (sent through the post and returned to the team) to establish if you might require a full assessment of care needs; or 2. make arrangements to visit you at home to carry out the assessment.
  - You will be considered for your suitability for initial support services. These services provide planned, short term, intensive help and are designed to help a person restore their independence, to help them to do as much as they can for themselves, rather than someone doing things for them. Initial support under the Help to Live at Home programme can be offered free for up to 6 weeks, with progress monitored on a weekly basis, in situations where future need is likely to be reduced. In other circumstances, initial support or reablement activity may be subject to means testing under the council's Charging Policy. Initial support will normally be offered ahead of any in-depth assessment taking place. If you are a carer you may also be offered support to enable you to take a break from your caring role.
  - The assessment will be carried out with your full involvement and, with your consent, those of any carer, to provide an understanding of your situation and care needs. This aims to establish what you cannot do that you need help with and will involve:
    - Informing you of the timescale for assessment
    - Listening to your views and your situation as a whole
    - Carrying out a full assessment and recording these details, including the desired set of outcomes you would like to achieve
    - Sending you (and other relevant people, with consent) a copy of that assessment
    - Comparing your needs with our [eligibility criteria](#).
    - Deciding if you are eligible for our assistance.
  - The Mental Health, Learning Disability and Long Term Conditions procedures describe the approach we will take when an individual does not have the mental capacity to participate fully in the assessment. If other people are involved in an individual's assessment or ongoing management of their care, we will carry out a risk assessment in line with our Safeguarding Policy.
  - The Council will explore all reasonable opportunities to enable you to remain at home (or continue in your caring role should you wish to) before looking at other options.
  - You will be provided with information about organisations providing financial and benefits advice when this is appropriate. If eligible for support from the council this will be provided by our Finance and Benefits Team.
  - By the end of the assessment the Council will have been able to identify what your needs are and which qualify for help from the council.
- 3. Support Planning**
- Where long term Council funded support is required (based on eligible,

unmet need identified during the assessment and the Council's Charging Policy) a Support Plan can be developed by you, or by someone chosen by you (such as a nominated carer), with staff or a provider, or by the Wiltshire Centre for Independent Living (WCIL).

- The Support Plan sets out 'just enough' support to help you (no matter where the money comes from) to achieve the desired set of outcomes identified in the needs assessment. You may wish to include other outcomes that do not meet the Council's eligibility criteria in your support plan, but, these will not be included when calculating the Personal Budget.
- Support plans will be time-limited to ensure that you are supported but not made dependent and that reviews are built in at appropriate points.
- The outcomes should be underpinned by the principles of increasing independence and reducing long-term need for support where possible. In keeping with this, Support Plans should make the most of any existing social support networks.
- Where unpaid support is identified it must be clear what proportions of the assessed needs are being met through informal support, and what the impact on informal carers (or volunteer carers) will be of continuing to provide this support. If not already undertaken, a Carer's assessment will be offered in this circumstance.
- You will be provided with the cost of the commissioned services required to meet your eligible needs (that is, how much Wiltshire Council would reasonably expect the support to cost us). This is the basis of your Personal Budget.
- The cost of support can differ widely depending on needs, place and demand. The rates that calculations are based on will be made available to you. The rates used to establish the reasonable value of elements of support plans are set out in Appendix 1.
- A Personal Budget is made up of social care funding and the person's assessed contribution (as per the charging policy. If you are a Carer you will not be asked to pay towards the cost of any services you receive). You may choose to use your personal budget on a commissioned service, where Wiltshire Council holds and manages the Personal Budget on your behalf, or receive some or all of the Council's contribution as a Direct Payment.
- Once the Personal Budget is agreed, a final support plan will be developed and agreed. The Council must sign off support plans which include Council funding to ensure that eligible needs will be met and any risks managed.
- A Personal Budget can only be used to meet eligible social care needs as stated by the Eligibility (How we priorities needs) Policy and can only be used to buy support or services that have been identified in the Support Plan.
- The support plan will set out who will do what, with whom and when and will be written down and shared with all involved. It will focus on the outcomes that should be achieved and the positive risks people are prepared to take and how these will be managed.

- In circumstances where your needs fluctuate, in determining the level of support, we will take into account your circumstances over as long a period as is necessary to establish an accurate indication of the ongoing level of need. The support plan may include contingency plans and advance statements setting out what you want to happen when you are not well enough to manage the support.

#### **4. Delivery**

- An allocated worker will be identified to ensure the support plan is implemented.
- Where Direct Payments are chosen to deliver your support plan you can choose to buy care from an agency or employ your own personal assistant. A support service providing information and advice to those receiving Direct Payments is commissioned by Wiltshire Council, and provided by Wiltshire Centre of Independent Living. This support service can put you in touch with other people receiving, or considering, a Direct Payment as well. The [Care Choices website](#) also provides a useful source of information.
- One-off direct payments can be awarded, where such a payment will permit your needs or your carers' needs to be appropriately met (such as the purchase of a washing machine, driving lessons, or a leisure centre membership).
- Direct Payments cannot be used for NHS or other health services; permanent residential or nursing home care; or services which are directly managed or provided by Wiltshire Council (including Help to Live at Home initial support). If you receive Direct Payments you will be asked to open a separate bank account and provide records of how the money has been spent using a simple form (particularly when agreed outcomes are not being delivered).

#### **5. Review**

- Service providers will review Support Plans within the first couple of months, to check if there are any problems with your support arrangements and whether the outcomes are being met. If there are problems, you can either sort them out directly with the people involved, or ask us to help. If you receive Help to Live at Home, any problem should be raised with the providers first.
- Existing support plans and financial contributions will be reviewed at regular intervals (not longer than 12 months). In addition, anybody involved with your support can ask for a review at any time if there is a change of circumstances.
- Support plans are reviewed to ensure that the services provided continue to meet your needs, that the agreed outcomes are being delivered and that you are still eligible for services. The cost of the service will also be reviewed to check whether it is still what we would reasonably expect for the support. You will always be invited to participate in reviews. The

intention is to support you and change plans as your needs change.

- Reviews of support will be undertaken with you and the notes shared with you and relevant others, with consent, where appropriate.
- Where a change to the services provided is required, the support plan will be changed accordingly. Sometimes an entirely new support plan will need to be produced if the needs have changed significantly; in which case a full reassessment will be required.
- When following a review, it is planned to withdraw services, the allocated worker will be satisfied that your needs are no longer eligible.
- Reviews will ensure that your independence and rehabilitation is promoted, except where risks are such that you are in need of protection from harm by yourself or others.

### **Monitoring, evaluation and review of this policy**

You are at the centre of everything we do. We will regularly ask for your views about the services you receive and respond by shaping those services accordingly. In all cases our aim is to get the appropriate support in as quick as possible and we will be monitoring this to ensure it happens.

You may wish to challenge various decisions, such as: the accuracy of the assessment; the value of the council's contribution to the Personal Budget; the cost of your contribution; the nature of the support you agreed in your Support Plan; or decisions regarding community or residential care. In such cases, you will be provided with a full and clear audit trail to explain why decisions were made. First of all, you should discuss and negotiate the decisions with your allocated worker while the decisions are still being made. If you are still unhappy your case can be referred to the allocated worker's line manager for further discussion and negotiation. For plans which address particularly complex needs (including issues of reasonableness, risk and safety) there is also the opportunity to refer your case to a Risk Enablement Panel. Our [complaints procedure](#) can also be used at any time.

Advocacy and support on complaints is available from SWAN advocacy services (<http://swanadvocacy.org.uk> / 01722 341851).

Feedback on the Council's policies in general is welcome. Please email the document author.

Together with your feedback, complaints information and feedback from staff, the information will be used to improve the Council's policies and procedures in future.

A review of this policy will take place in November 2014.

Alongside this document, procedural guidance will be updated to provide clear 'ground rules' for how personalised services will be applied. Guidance will address how the policy impacts on individuals already receiving services and individuals already receiving a Personal Budget and subject to a review.

**Rates used for establishing the reasonable cost of a support plan**

Wiltshire Council cannot advise on the rates individual care agencies charge.

The current rates for commissioned services are:

*Insert current rates at time start consultation*

Where needs are complex, the personal budget will cover what it would cost WC to commission a non-standard service. There are no standard rates in such cases so we use the rates for specialist provision that are capable of meeting the individual's needs.

**Day Care Services**

Order of St John's rate - £11.58

**Respite Provision**

Order of St John's rate - £519.20

**Telecare**

Base Units - £3.75

Response Service - £4.00

We will share how we came to the total personal budget. This will be based on rates outlining the cost of support - the reasonableness of these rates is based on the council's commissioned rate for meeting the eligible needs.

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**Wiltshire Council**

**Cabinet**

**22 April 2014**

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**Subject: Area Boards Review**

**Cabinet member: Councillor Jonathon Seed, Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding**

## **Executive summary**

To update cabinet members on the outcome of the recent review of area boards and the action plan that takes into account the views and feedback received from those consulted and involved in the review.

The review set out to build on the good work of the area boards to improve community working and engagement in the council's business and services. This included:

- How area boards could be assisted in their role to help create more resilient communities
- Improving the engagement of local communities in the work of the council (and other public sector partners)
- Devolving more services and decisions at local level
- Increasing the level of influence in decision making in local areas
- Raising awareness of what's happening in local communities
- Providing opportunities for communities to come together and do more to increase their resilience and ability to cope with issues and matters at a local level.

The area boards are widely recognised as a forum for the community to engage in council and other public sector business. They provide an opportunity for local people to have a voice on future services and what's appropriate in their local community. The need to increase community working including the emerging model for community involvement in local services and their delivery - such as community-led services – meant it was an appropriate time to undertake the review and to consider how the boards can evolve to reflect the changes, challenges and opportunities ahead.

## **Proposal**

Cabinet members are asked to;

- a. Note the actions (as set out in the attached action plan – appendix 1) to evolve the area boards and to improve community working - incorporating the feedback and views of all those involved in the review.
- b. Note that the role of the community area manager has also been considered as part of the review to reflect what's required to deliver the actions and to meet future needs and the differing ways that local communities work.

**Reason for proposal**

To take appropriate action – based on feedback - to build on the good work of the area boards to improve community working and engagement in the council's business and services. The action plan reflects the feedback received and focuses on;

- Increasing the level of influence in local decision making
- Raising awareness of what's happening in local communities
- Improving community engagement to create and strengthen community resilience.

**Report author:**

**Laurie Bell, Associate Director Communities And Communications**

Contact details: [laurie.bell@wiltshire.gov.uk](mailto:laurie.bell@wiltshire.gov.uk)

**Subject: Area Boards Review**

**Cabinet member: Councillor Jonathon Seed, Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding**

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### **Purpose of the report**

1. To update cabinet members on the outcome of the review of area boards and actions for evolving these to improve community working and engagement in the council's business and services. This includes;
  - Assisting area boards in their role to help create more resilient communities
  - Building on the community working and the engagement of local communities in the work of the council (and other public sector partners)
  - Devolving more services and decisions at local level
  - Increasing the level of influence in decision making in local areas
  - Raise awareness of what's happening in local communities
  - Provide opportunities for communities to come together and do more together

### **Background information**

2. The area boards were implemented in 2009 as part of the new unitary council. The boards were established to ensure that the new council, whilst being big and efficient, would also be local and provide the opportunity for communities to engage, influence and be part of decision making that directly impacts on a local area.

Five years on the boards are established and widely recognised as a forum for the community to engage in council and other public sector business, and to have a voice on future services and what's appropriate in their local community. With the shift towards greater community working and new models that will be tried and tested (Corsham), as well as more community-led services, it was considered an appropriate time to undertake a review of the area boards and how these will evolve in the future to reflect the changes and opportunities ahead. We also recognise;

- The need for communities to do more for themselves given the decreasing resources in public services
- The need to improve the sense of place and belonging in local communities – this is evidenced to increase the sense of general wellbeing, pride and involvement in a locality
- The need to empower local communities

## **Key areas that formed part of the review**

- All 18 area boards
- The future role of the Community Area Manager (CAM)
- Funding for area boards for 2014/15

## **Key stakeholders and consultees**

- Area board chairs
- Community Operation Board chairs
- Key partners; police, health, fire and rescue
- Voluntary and community groups
- Community Area Managers
- Corporate and Associate Directors
- Wiltshire Council managers
- Overview and Scrutiny Task group
- Cabinet members
- Town and Parish Council representatives

## **Implementation of the feedback – Action Plan**

The feedback and views of the consultees has been incorporated into the attached action plan. The plan focuses on three areas:

- a) All 18 area boards
- b) Future grant allocations
- c) The future role of the Community Area Manager (CAM)

## **Main Considerations for the Cabinet**

3. Cabinet members are asked to;
  - a. Note the action plan and the recommendations to evolve the area boards to improve community working and engagement that incorporates the feedback and views following the consultation process
  - b. Note the need to test and review new model of community working
  - c. Support the review of the role of the community area manager to establish a revised role that supports the future model for community working
  - d. Note the opening of the campus in Corsham in June 2014 and agree to a pilot aligning the campus to community area working.

## **Environmental Impact of the Proposal**

4. No known or potential environmental impacts of the proposal.

## **Equality and Diversity Impact of the Proposal**

5. The review of the area boards and the actions that will help to evolve the boards for the future are based on greater community engagement and involvement in making decisions that affect local areas and will influence the delivery of community-led services.

## **Risk Assessment**

6. The review aligns to the emerging campus programme and seeks to minimise the potential risk that the new campuses do not become the hub for the local community area.

## **Financial Implications**

7. There are no financial implications following the review. The actions and proposals will be managed in the existing budget allocations.

## **Legal Implications**

8. There are no legal implications following the review.

## **Public Health Implications**

9. There are no public health implications.

## **Safeguarding implications**

10. There are no safeguarding implications.
- 

## **Background Papers**

None

## **Appendices**

Action Plan – appendix 1

## **Report author**

Laurie Bell, associate director communities and communications  
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## Area Boards Review – Action Plan

### Background

The area boards were implemented in 2009 as part of the new unitary council. The boards were established to ensure that the new council, whilst being big and efficient, would also be local and provide the opportunity for communities to engage, influence and be part of decision making that directly impacts on a local area.

Five years on the boards are established and widely recognised as a forum for the community to engage in council and other public sector business, and to have a voice on future services and what's appropriate in their local community. With the shift towards greater community working and more community-led services, it was considered an appropriate time to undertake a review of the area boards and how these will evolve in the future to reflect the changes and opportunities ahead.

### Objectives of the review

- Build greater resilience in local communities
- Build on the community working and the engagement of local communities in the work of the council (and other public sector partners)
- Devolve more services and decisions at local level
- Increase the level of influence in decision making in local areas
- Raise awareness of what's happening in local communities
- Provide opportunities for communities to come together and do more together

### Key drivers for the review

- Need for communities to do more for themselves given the decreasing resources in public services
- Improve the sense of place and belonging in local communities – this is evidenced to increase the sense of general wellbeing, pride and involvement in a locality

**Key areas that were considered for action;**

1. All area boards
2. The future role of the Community Area Manager (CAM)
3. Funding for all area boards

**Key stakeholders that were consulted and involved in the review**

- Area board chairs
- Community Operation Board chairs
- Key partners; police, health, fire and rescue
- Voluntary and community groups
- Community Area Managers
- Corporate and Associate Directors
- Wiltshire Council managers
- Overview and Scrutiny Task group
- Cabinet members
- Town and Parish Council representatives

**Feedback**

All the views and feedback received have been taken into account in the delivering this action plan.



## **Actions**

The actions focus on the following four areas;

- 1. All area boards**
- 2. Future grant allocations**
- 3. The future role of the Community Area Manager (CAM)**

## **Process for decision making**

- The review of area boards has taken into account the wide ranging consultation exercise, together with the views of Overview and Scrutiny and the actions following this are set out in the action plan below - these need to be ratified by cabinet.
- The review and action plan (including finance arrangements) will, therefore, be considered at cabinet on 22 April 2014.
- The grant allocations will, therefore, need be made as a delegated cabinet member's decision in order to have the governance arrangements in place for area boards for 1 April 2014. The grant available for each area board will be published by the cabinet member in advance of the start of the financial year (2014/15). Area boards will manage their budgets accordingly.

## Action plan

Themed area	Feedback on areas for improvement/development	Action	Timing	Accountability
<b>1. All area boards</b>	Format and topic of a meeting to be themed (where appropriate) to increase level of involvement	Reduce formal meetings to a minimum of 4 per year, plus two themed meetings; <ul style="list-style-type: none"> <li>• one additional meeting</li> <li>• one JSA focused meeting</li> </ul> Vary the style, approach and content of the meeting and encourage through effective marketing increased participation - based on the theme, event and target audience	<b>Calendar year – 1 April 2014</b>	<b>Cabinet member and AD</b>
	Look at the best location and time (based on target audience and theme)	Go to communities and look at other events, activities and locations where it may be more appropriate to hold an area board meeting		<b>CAMs</b>
	Increase awareness of the meetings and events	Deliver a comprehensive communications and marketing plan that focuses on target audiences and increasing awareness, participation and community interest in the meetings, events, themes		<b>AD</b>
	Use the JSA to focus on issues and priorities in a community area. This can help with themes, events and activities.	One JSA meeting to be held per year to encourage setting local priorities. Look at appointing elected members as theme champions and encourage sub meetings/events based on these themes; such as boosting the local economy; tackling health issues, recognising the impact of culture, arts on wellbeing etc.		<b>HoS</b>
	Improve the quality of presentations and method of presenting	Encourage more public participation and different types of presentations to convey information and news; look at, where possible, community-led presentations, talks, updates or entertainment/showcasing of local		<b>AD</b>

## Appendix 1

		talent or businesses		
	Encourage more discussion	Target the theme and audience and look at interactive and participative sessions, wherever possible – led by community participants		<b>Cabinet member and AD</b>
	Make it less like a council meeting and more community focused (seating, setting, refreshments, interactive exhibitions, workshops etc.)	Look at tying into an event or activity; such as tea dance, or health fair, or wealth of Wiltshire at local level		<b>AD</b>
	Improve pre-meeting briefings and preparation for a meeting	Discussion with presenters and set out clear guidance and opportunities for audience participation and involvement, as well as timing and desirable outcomes Meet and greet by chairs and lead members		<b>AD plus chairs</b>
	Be flexible - reflect the local community	Adopt a more flexible approach to where area board meetings can be held		<b>AD</b>
	Build on community led services and decisions such as; CATG role in determining priorities for highways and the current review that is taking place on the future provision of open access youth services	Work with area boards to look at the success of existing community-led services and agree the communication, awareness raising and support to adopt this approach in more service areas –  This will include work that is currently underway on future open access youth services as part of the review of future provision of youth and how this can effectively be led by local communities through the area boards. This will also form part of the review of the role of the existing CAM.	<b>From April 2014</b>	<b>Cabinet member and AD</b>
	Use technology for virtual attendance at meetings	Trial to be carried out by selected area boards on a theme - the impact and value to be assessed and implemented across all boards	<b>From April 2014</b>	<b>AD</b>

## Appendix 1

	Greater use of social media for interaction at meetings	Trial to be carried out by selected area boards with input from the communications team; this could be tested on a consultation or new way of working; such as the provision of community led youth services recognising this channel as appropriate for young people	<b>From April 2014</b>	<b>AD</b>
	More support for some area boards recognising that one size doesn't fit all	The current level of support provided to area boards will be reviewed to align senior officer support and other support, as appropriate.	<b>End March 2014</b>	<b>Cabinet member and AD</b>
<b>2. Grant allocation policy</b>	<p>Need to reduce discussion time - possibly agree in advance – currently seen as time consuming.</p> <p>The new funding arrangements are outlined</p> <p>The grant funding policy has been delegated to the lead member and all area board chairs have been informed of the budget allocation for 2014/15.</p>	<p><b>Grant funding</b></p> <p>The grant available for each area board will be published by the cabinet member in advance of the start of the financial year (2014/15). Area boards will manage their budgets accordingly.</p> <p>All grant funding decisions are to be made <b>ONLY</b> at area board meetings but the chairs may hold a grant discussion meeting to review the applications in advance of the area board meeting, and may invite applicants to this meeting.</p> <p>CAMs will assess the suitability of bids as fit, or not fit, for funding.</p> <p>They will not make funding allocation recommendations to the area board.</p> <p><b>Councillor initiated projects</b></p> <p>To reflect the needs of local councillor divisions or several divisions. No funding for a councillor initiated project can be allocated to precept raising town or parish council.</p> <p><i>Please note: allocations made in this funding stream</i></p>	<b>By 1 April 2014</b>	<p><b>Cabinet member</b></p> <p><b>Full funding pack available with revised arrangements</b></p>

		<i>will be subject to scrutiny and review this year and may not be continued in 2015/16.</i>		
<b>3. The future role of the CAM</b>	<p>The current CAM role is under review. It is intended to create a new role that is focused on greater community engagement to reflect the changes in community working in the future.</p> <p>A new, enhanced role that reflects the area board's review and the need to deliver a new model for community working will be tested in Corsham.</p>	<p>A secondment role will be advertised for Corsham. It is intended that the current CAM role is reviewed and that the way forward will be a new role that will focus on high level community engagement with greater responsibility including making appropriate and mutually beneficial connections, supporting the community and area board to deliver key priorities and community-led services.</p> <p>The secondment role will form part of the pilot aligning the new campus to community area working.</p>	<b>March 2014</b>	<b>AD</b>
	Need to review the current CAM role to reflect the changes that are ahead; campuses, more community led services, greater community engagement, connecting shared interest groups, bringing wider communities together, delivering key outcomes	Role and responsibilities will evolve as part of the review and the development of community working in each local area.	<b>By end of 2014</b>	<b>AD</b>
	Need to review the administrative role to support area boards, CAMs and the emerging new role.	<p>Area boards will remain a fully functioning executive committee of the council and will need appropriate support.</p> <p>It is proposed that a centralised admin support service will provide what's required to assist the new role</p>	<b>By end of 2014</b>	<b>AD with CLT and other ADs</b>

Appendix 1

		with meeting arrangements, papers/information etc.		
	Review the support required at meetings; front of house, senior support and appropriate expertise.	The senior support for area boards is currently being reviewed to align appropriate support for future meetings.	<b>From 1 April 2014</b>	<b>AD with CLT</b>

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

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