

AGENDA

Meeting: **Cabinet**
Place: **Council Chamber - Council Offices, Monkton Park, Chippenham,
SN15 1ER**
Date: **Tuesday 29 March 2022**
Time: **10.00 am**

Please direct any enquiries on this Agenda to Stuart Figini, of Democratic Services, County Hall, Trowbridge, direct line 01225 718221 or email stuart.figini@wiltshire.gov.uk

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Membership:

CLlr Richard Clewer	Leader of the Council and Cabinet Member for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing and Interim Cabinet Member responsible for Finance & Procurement, Commissioning and Commercialisation
CLlr Laura Mayes	Deputy Leader and Cabinet Member for Children's Services, Education and Skills
CLlr Jane Davies	Cabinet Member for Adult Social Care, SEND, Transition and Inclusion
CLlr Phil Alford	Cabinet Member for Housing, Strategic Assets and Asset Transfer
CLlr Ian Blair-Pilling	Cabinet Member for Public Health and Public Protection, Leisure, Libraries, Facilities Management and Operational Assets
CLlr Nick Botterill	Cabinet Member for Development Management, Strategic Planning and Climate Change
CLlr Dr Mark McClelland	Cabinet Member for Transport, Waste, Street Scene and Flooding
CLlr Ashley O'Neill	Cabinet Member for Governance, IT, Broadband, Digital, Licensing, Staffing, Communities and Area Boards

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Part I

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

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

1 **Apologies**

2 **Minutes of the previous meeting** (*Pages 5 - 20*)

To confirm and sign the minutes of the Cabinet meeting held on 1 February 2022.

3 **Declarations of Interest**

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

4 **Leader's announcements**

5 **Public participation and Questions from Councillors**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Questions may also be asked by members of the Council. Written notice of questions or statements should be given to Stuart Figini of Democratic Services stuart.figini@wiltshire.gov.uk 01225 718221 by 12.00 noon on Wednesday 23 March 2022. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 **Day opportunities transformation** (*Pages 21 - 38*)

 Report of the Chief Executive

7 **Wiltshire's Children's Community Health Services future delivery model** (*Pages 39 - 48*)

 Report of the Chief Executive

8 **Urgent Items**

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

Part II

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

None

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Cabinet

MINUTES OF THE CABINET MEETING HELD ON 1 FEBRUARY 2022 AT COUNCIL CHAMBER - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Richard Clewer (Chairman), Cllr Laura Mayes (Vice-Chairman), Cllr Jane Davies, Cllr Phil Alford, Cllr Ian Blair-Pilling, Cllr Nick Botterill, Cllr Dr Mark McClelland and Cllr Ashley O'Neill

Also Present:

Cllr Helen Belcher, Cllr Clare Cape, Cllr Adrian Foster, Cllr Gavin Grant, Cllr Ross Henning, Cllr Sven Hocking, Cllr Nick Holder, Cllr Gordon King, Cllr Dr Brian Mathew, Cllr Stewart Palmen, Cllr Antonio Piazza, Cllr Horace Prickett, Cllr Pip Ridout, Cllr Rich Rogers, Cllr Mike Sankey, Cllr Martin Smith, Cllr Caroline Thomas, Cllr Ian Thorn, Cllr David Vigar, Cllr Derek Walters, Cllr Suzanne Wickham, Cllr Christopher Williams and Cllr Graham Wright

9 **Apologies**

There were no apologies.

10 **Minutes of the previous meeting**

The minutes of the meeting held on 11 January 2022 were presented.

Resolved:

To approve and sign the minutes as a true and correct record.

11 **Declarations of Interest**

There were no declarations of interest.

12 **Leader's announcements**

There were no Leader announcements.

13 **Public participation and Questions from Councillors**

General questions were submitted from the following members of public:

- Dr Jimmy Walker – Transport and parking
- Mel Boyle – County Farms, affordable housing and transport
- Richard Curr – Funding, financial, loans and responses to correspondence
- Nick Parry – Housing, council responses and transport

Cllr Clewer, Leader of the Council and Cabinet Member for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing and interim Cabinet member for Finance & Procurement, Commissioning and Commercialisation explained that the above questions had received written responses which were published on the Council's website prior to the meeting in the agenda supplement, which can be accessed [here](#).

14 **Wiltshire Council's Budget 2022/23**

The Leader introduced the report which proposed the 2022/2023 Budget and Medium-Term Financial Strategy (MTFS) 2022/2023 to 2025/2026 that will resource the Council's new Business Plan. The report also set out the Council's Capital Programme 2022/23 to 2029/30, the Housing Revenue Account (HRA) budget 2022/23 and the Dedicated Schools Grant (DSG).

The Cabinet received questions submitted by Nick Parry and Colin Gale in relation to this agenda item. A copy of the questions and responses are available to read in agenda supplement 1 on the Council's website [here](#).

Supplementary questions were asked by Mr Gale who commented on the lack of detail in the budget papers in relation to concessions for blue badge holders in light of the forthcoming introduction of car parking charges, the charges for the disposal of waste items at Household Recycling Centres detailed in the budget and the status of Town/Parish election costs in between the normal round of elections. The Leader confirmed that the detail for the three areas listed above would be available in due course and be part of future consultation processes.

The Leader reported that the process undertaken to consult on the Budget was open and transparent. He summarised the budget timetable and confirmed that the budget papers had been discussed in detail with members at their briefing on 18 January 2022, the Financial Planning Task Group on 18 and 21 January 2022 and the Overview and Scrutiny Management Committee on 25 January 2022 prior to its consideration by the Cabinet, Group Leaders meetings with the Trade Unions Representatives and Non-Domestic Ratepayers, a further meeting of the Overview and Scrutiny Management Committee and Council on 15 February 2022.

In presenting the report, the Leader indicated that whilst managing the impact of the on-going effect of the COVID-19 pandemic and its impact on services, the council is forecasting an underspend position for the 2021/22 financial year, putting the Council in a strong position going into 2022/23 with further provision

now being set aside within the Budget Equalisation Reserve to help manage the budget gaps over the MTFS period and also ensuring funds continue to be set aside to mitigate risks that may arise for example latent demand for services.

The Leader reported that the 2022/23 budget will ensure that vital services to the residents, businesses and communities of Wiltshire will continue to be provided during the ongoing pandemic, as well as delivering on the commitments as set out in the new Business Plan. Having sound and sustainable finances is key to the delivery of the Business Plan.

The report recognised the one year nature of the current government funding, the uncertainty of future reform and set out the likely state of the Council's finances beyond 2022/23 with an estimated budget gap in year three (2024/25) of the MTFS.

Cabinet members then had an opportunity to comment more specifically on the impact of the budget proposals for their areas of responsibility. In summing up, the Leader indicated that the budget was designed around the needs of Wiltshire residents, aligned to the Business Plan and enable the Council to remain on a stable and solid financial footing.

Cllr Graham Wright, Chair of the Overview and Scrutiny Management Committee, reported that the Committee met on 25 January 2022 to consider the Cabinet report. Robust Scrutiny was undertaken, and the Committee were satisfied with the updates and responses to questions received and supported the proposals in the report. The report of the Overview and Scrutiny Management Committee was published as an agenda Supplement [here](#).

Cllr Pip Ridout, Chair of the Financial Planning Task Group, reported that the Task Group met on 18 and 21 January 2022 to consider the Cabinet report. Many complex questions were raised, and she thanked the Leader and the Corporate Director of Resources (S151 Officer) for summarising the critical issues and for the clarity and transparency of the budget papers.

Cllr Graham Wright commented on arrangements for a lunch club meeting in his ward that he had not been aware of. He asked to be kept informed of meetings of this nature in future. Cllr Jane Davies apologised and confirmed that communication would be improved.

In response to a question from Cllr David Vigar about the budget for Luncheon Clubs, Cllr Jane Davies indicated that a written response would be provided.

Cllr Derek Walters asked about the funding of A350 Melksham Bypass and suggested that investing in improvements to cycling provision and alternative modes of transport. The Leader confirmed that the Council successfully bid for government funding for the bypass. The bypass would divert through traffic away from the centre of Melksham therefore improving the air quality of the town. He also commented on the decarbonising of vehicles and the impact on air quality. Cllr McClelland referred to the A350 Melksham Bypass report considered by Cabinet on 30 November 2021. He explained that this scheme

was a key manifesto commitment which incorporated improvements to cycling and active travel.

Cllr Gavin Grant asked for clarity in relation to Area Board funding, and in particular Grant funding for luncheon clubs. The Leader and Cllr Jane Davies confirmed that funding for Area Boards remained at the same level for the coming year, and luncheon clubs could submit both revenue and health and wellbeing grant applications.

Resolved:

Cabinet is asked to approve:

- a) Approve the updating of the Infrastructure List and allocate CIL funding to include:**
- **£1.378m for the A338 Southern Salisbury Junction Improvements (Exeter Street Roundabout, Harnham Gyratory and Park Wall Junction)**
 - **£3.154m for the A350 Chippenham Bypass Phases 4 and 5;**
 - **£4.516m for the A350/J17 Capacity Improvements;**
 - **£3.909m for the A350 Melksham Bypass.**

Cabinet recommends to Council:

- b) That a net general fund budget of 2022/23 of £417.703m is approved;**
- c) That the Councils Tax requirement for the Council be set at £311.192m for 2022/23 with an average Band D of £1,638.16, an increase of 91p per week;**
- d) That the Wiltshire Council element of the Council Tax be increased in 2022/23 by the following:**
- i. A 1.99% general increase;**
 - ii. Plus a levy of 1% to be spent solely on Adult Social Care;**
- e) That the Corporate Leadership Team be required to meet the revenue budget targets for each service area as set out in Appendix 1 to this report, for the delivery of Council services in 2022/23;**
- f) Approves the changes in the fees and charges as set out in the report;**

- g) That the Capital Programme 2022/23 to 2029/30 is approved;
- h) That the Capital Strategy set out in Appendix 9 is approved;
- i) That the Housing Revenue Account (HRA) budget for 2022/23 is set at £24.173m;
- j) That a 4.1% increase is set for social dwelling rents, except for rents currently over the formula rent which will be capped at formula rent as per national guidance;
- k) All service charges related to the Housing Revenue Account (HRA) being increased to cover costs and garage rents increased by 4.1%;
- l) Endorses the Medium Term Financial Strategy and the forecast budget gap, after the utilisation of the budget equalisation reserve, of £10.705m for the 2024/25 financial year with regular updates to be received on delivery against strategy and addressing the forecast budget gap.

Reason for Decision:

To enable the Cabinet to recommend to Council a balanced revenue budget for the financial year 2022/23 and to set the level of Council Tax.

To enable effective, transparent decision making and ensure sound financial management as part of the Councils overall control environment.

The Cabinet also sets out the final assumptions being used in the budget for growth, inflation, demand for services, the estimated level of income from sales, fees and charges and the level of income estimated from core funding e.g. council tax, business rates and government grants as well as the level of reserves held and assessed by the Councils Section 151 Officer, as required, to provide future financial resilience.

This provides the Council with a MTFs to deliver on the new business plan priorities and begin to drive long term financial sustainability.

15 **Treasury Management Strategy Statement 2022/23**

The Leader introduced the Treasury Management Strategy for 2022/23. The report included information about:

- Prudential and Treasury Indicators for the next three years
- Debt management decisions required for 2022/2023 that do not feature within the Prudential or Treasury Indicators (paragraphs 59 to 63)
- Minimum Revenue Provision Policy 2022/2023; and
- Annual Investment Strategy for 2022/2023

Cllr Pip Ridout, Chair of the Financial Planning Task Group confirmed that the Task Group would be considering the report at its meeting on 11 February 2022 prior to Full Council on 15 February 2022.

In response to comments from Cllr Gavin Grant about the Council maintaining an under-borrowed position, and direction of travel for the use of environmental, social and governance (ESG) investments, the Leader and officers explained:

- That capital borrowing need had not been fully funded with loan debt as cash supporting Council reserves, balances and cash flow had been used as a temporary measure. Interest rates continued to be monitored and fixed rate funding would be drawn whilst interest rates were lower.
- ESG investments may be utilised by the Council in the future, following full evaluation of risk management, and maintaining critical principles of security, liquidity and yield.

Resolved:

The Cabinet is requested to recommend that the Council:

- a) Adopt the Minimum Revenue Provision Policy (paragraph 25 – 27)**
- b) Adopt the Prudential and Treasury Indicators (paragraphs 19 – 24, 36 – 42 and Appendix A)**
- c) Adopt the Annual Investment Strategy (paragraph 66 onwards).**
- d) Delegate to the Corporate Director of Resources & Deputy Chief Executive (S151 Officer) the authority to vary the amount of borrowing and other long-term liabilities within the Treasury Indicators for the Authorised Limit and the Operational Boundary**
- e) Authorise the Corporate Director of Resources & Deputy Chief Executive (S151 Officer) to agree the restructuring of existing long-term loans where savings are achievable or to enhance the long-term portfolio**
- f) Agree that short term cash surpluses and deficits continue to be managed through temporary loans, deposits and money market funds**
- g) Agree that any surplus cash balances not required to cover borrowing are placed in the most appropriate specified or non-specified investments, particularly where this is more cost effective than short term deposits; and delegate to the Corporate Director of Resources & Deputy Chief Executive (S151 Officer) the authority to select such funds**
- h) Approve the use of Property Funds (paragraph 73 - 75)**

Reason for Decision:

To enable the Council to agree a Treasury Management Strategy for 2022/23 and set Prudential Indicators that comply with statutory guidance and reflect best practice.

16 **Financial Year 2021/2022 - Quarter Three Revenue Budget Monitoring**

The Leader introduced the report which informed members of the third quarterly revenue budget monitoring forecast position (as at 31 December 2021) for the financial year 2021/22 as well as an update on the specific COVID-19 funding received and the MTFs and budget gap for the financial year 2022/23.

The Leader explained that the Council set a one-year holding position budget for 2021/22 recognising the negative impact of COVID-19 on funding and income generating services. He referred to the Budget Equalisation and Collection Fund Volatility reserve, set up in 2020/21 to mitigate the impact on services and manage the collection fund deficit over the next three years, and a one-off Hardship and Emergency Funding Grant from Government in 2021/22 of £20.301m.

Cllr Pip Ridout, Chair of the Financial Planning Task Group confirmed that the Task Group would be considering the report at its meeting on 11 February 2022.

In response to comments from Cllr Ian Thorn, the Leader and Cllr Botterill explained:

- Budgets have been set at the correct level to address anticipated latent demand, in addition, £2m of underspend forecasts would be transferred to the Pay Award reserve.
- Underspends in the Economy & Regeneration budgets refer the delivery of the Welcome Back and Additional Restrictions programmes which are being maximised in the first instance and the underspends in the Towns Recovery budget would be moved to a reserve for future initiatives.
- Planning budgets were in line with budget forecasts, although the impact of an increase in the level of appeals would need to be managed carefully.

Resolved:

Cabinet is asked to approve:

- a) the transfer of £1.4m into the General Fund reserve, £3.299m into a Transformation reserve and £0.397m into a Business Plan Priority reserve as a result of the earmarked reserve review;**
- b) the transfer of £2m into the Pay Award reserve;**

- c) **The transfer of £0.500m into a new an ear marked reserve for Depot Phase Two Feasibility in 2022/23 from the 2021/22 underspend in Assets and Commercial budget.**

Cabinet is asked to note:

- a) **the current revenue budget is forecast to underspend by £14.824m by the end of the financial year**
- b) **the current savings delivery performance for the year**
- c) **the current forecast position of the use of Capital Receipts flexibilities of £3.905m**
- d) **the forecast level of reserves and budgeted draw down of £10.444m and £34.076m of section 31 Grant**
- e) **the in-year savings achieved through contractual activity and subsequent budget movements**

Reason for decision:

To inform effective decision making and ensure sound financial management as part of the Councils overall control environment.

To inform Cabinet on the forecast revenue financial position of the Council for the financial year 2021/22 as at quarter 3 (31 December 2021), including delivery of approved savings for the year.

(The meeting was adjourned between 11.30am and 11.35am)

17 Financial Year 2021/2022 - Quarter Three Capital Budget Monitoring

The Leader introduced the report setting out the Capital Programme for 2021/22 as of 31 December 2021 for the third quarterly budget monitoring period.

The report detailed the movements from the original budget set by Full Council in February 2021 to the revised programme and sets out how the programme is forecast to be financed. It provided an update on the significant programmes that are planned to be delivered and those that have been reprofiled to future years.

Cllr Pip Ridout, Chair of the Financial Planning Task Group confirmed that the Task Group would be considering the report at its meeting on 11 February 2022.

In response to comments from Cllr Ian Thorn about the experiences of other Local Authorities in meeting their Capital Programme targets, the Leader and officers explained that delivery of the Councils Capital programme has been optimistic in previous years which resulted in the reprogramming and slippage of certain schemes. However, the current programme has been developed to deliver achievable schemes, although there were a number of factors impacting the deliverability and price of capital projects, as detailed in the report, resulting in the reprofiling of some schemes.

In response to a question from Cllr Gavin Grant about financing the Capital Programme through Government and third party grants, and the Community Infrastructure Levy, the Leader and officers reported that a report would be considered at a future Cabinet meeting.

Cllr Grant also paid tribute to Sam Fox, Corporate Director Place, who had recently left the Council.

Resolved:

Cabinet is asked to note:

- a) the reduced capital budgets of £0.007m under Chief Finance Officer delegated powers;**
- b) the reprofile of £2.510m of budgets into future years under Chief Finance Officer delegated powers;**
- c) Budget Movements between Schemes;**
- d) the revised 2021/22 Capital Programme as at quarter 3 of £163.822m; and**
- e) the capital spend as of 31 December 2021 of £76.634m**

Reason for decision:

To inform effective decision making and ensure sound financial management as part of the Councils overall control environment.

To inform Cabinet on the financial position of the Council on the 2021/22 capital programme as at quarter 3 (31 December 2021).

18 Business Plan 2022 - 2032

The Leader of the Council, Cllr Richard Clewer introduced the report which detailed the draft Business Plan 2022-2032 for submission to Full Council on 15 February 2022.

It was noted that engagement has been undertaken with a range of stakeholders and that a workshop will take place in March 2022 following the appointment of the new Youth Council. Feedback on the Business Plan Principles 2022-2032 has been positive. Proposed performance metrics in the form of a Corporate Scorecard were attached as an appendix and would form the foundation of quarterly reviews between Cabinet Members and Directors.

The Leader explained that the Business Plan sets out the council's strategic direction and priorities. It outlines the intended annual corporate planning cycle and key performance measures in line with the corporate performance and risk management policy. It continues to build on and extend the vision and achievements from previous business plans – and incorporates the priority areas for Wiltshire following the recent local elections. Also reflected are the significant external challenges that the council will face over the coming years and the way the council's services will have to operate to manage these.

Cllr Graham Wright, Chair of the Overview and Scrutiny Management Committee, reported that the Committee met on 25 January 2022 to consider the Cabinet report. Robust Scrutiny was undertaken, and the Committee were satisfied with the updates and responses to questions received and supported the proposals in the report.

In the absence of the Chairman of the Children's Select Committee, Cllr Jon Hubbard, Cllr Graham Wright confirmed that Cllr Hubbard had received a briefing on the report on 19 January 2022.

In response to questions from Cllr Ian Thorn about a possible addition of a key for the scoresheet and targets in place, the Leader confirmed that targets being set would need to be sensible, challenging and realistic to assist the monitoring process. The targets would evolve during the lifetime of the Business Plan.

In response to comments from Cllr Gavin Grant about the risks detailed in the scorecard being accurate and containing representative information, and detail about the frequency of reporting, the Leader confirmed that reporting would be undertaken on a quarterly basis and include explanations for any changes within the scorecard.

Cllr Pip Ridout asked about the process for the Financial Planning Task Group to comment on the Business Plan quarterly reports. The Leader, in response explained that any process would naturally evolve, and consideration would be given to the most effective way for the Task Group to consider these reports, as there was potential for significant impact on the workload of the Task Group.

Cllr Helen Belcher asked about the possibility of comparing KPI's with other Local Authorities, as in isolation the KPI's can prove to be difficult to interpret. The Leader and Deputy Leader commented on the importance of capturing and reporting information in the scorecard, so that it was clear and easy to analyse.

Cllr Clair Cape commented on the outcome indicators detailed in the scorecard

Resolved:

To agree the draft Business Plan 2022-2032 for submission to Full Council on 15 February 2022.

Reason for Decision:

The draft Business Plan builds on detailed input from services and wider feedback from partners following agreement of the Business Plan Principles by Cabinet in September 2021.

Full Council is responsible for agreeing Wiltshire Council's Business Plan

19 **School Capital Programme 2022 to 2025**

Cllr Laura Mayes, Deputy Leader and Cabinet Member for Children, Education and Skills presented a report which detailed the investment to improve the condition of maintained schools and expansion of mainstream schools.

Cllr Mayes commented on the Council's statutory duty to provide sufficient school places to meet the demand arising across Wiltshire; the Schools Capital Programme 2021–2026 approved by Cabinet in March 2021 and the Wiltshire School Places Strategy 2017-2022 in December 2017. The current programme of work is based on the basic need priorities for capital investment in the short, medium and longer term.

The report highlighted that the Council has responsibilities for the effective management and ongoing maintenance of the schools' estate and receives annual capital funding allocations from the Department for Education to meet basic need and condition only, with day to day revenue maintenance being funded from school budgets.

Cabinet noted that Full Council in 2020 approved an additional £5m of funding for school maintenance works over a 5 year period, and an additional £100k per year to improve the accessibility of schools. In line with the Wiltshire School Places Strategy 2017-2022, the report provided an update on the current capital programme of work and seeks approval for a small number of additional capital schemes and annual condition related works.

In the absence of the Chairman of the Children's Select Committee, Cllr Jon Hubbard, Cllr Graham Wright confirmed that Cllr Hubbard had received a briefing on the report on 20 January 2022.

In response to comments from Cllr Martin Smith about educational establishments replacing heating systems with the installation of insulation and heat pumps in order to reduce their carbon footprint; Cllr Mayes and Cllr Clewer explained that whilst recognising the importance schools play in reducing carbon emissions through innovation and newer greener technologies, the Council only maintains 40% of the school estate and there would need to be a

transition period to incorporate carbon reducing measures. The remaining 60% of schools would always be encouraged to seek appropriate grant funding to reduce their carbon footprint.

Resolved:

- 1. To note the progress on previously approved schemes at Appendix A**
- 2. To consider and approve the new schemes, subject to planning approval and completed S106 agreements, requiring a total commitment of £4.17m as outlined at Appendix B.**
- 3. To approve the Schools Planned Maintenance Programme totalling £3m for 2022/23 as outlined at Appendix C.**
- 4. To authorise the Director of Education and Skills to invite and evaluate tenders for the projects described in this report, and, following consultation with the Cabinet Member for Children's Services, Education and Skills, to award the contract for the project (subject to approval of any necessary statutory proposals) and to authorise, in consultation with the Head of Estates and Development, in accordance with the relevant scheme of delegation (under Part 3 Section D1 of Wiltshire Council's constitution), the acquisition of all land (and the completion of any legal documentation) reasonably required in order to facilitate the Schools Capital Investment Programme.**

Reason for Decision:

The Council has a statutory duty to provide sufficient school places to meet the demand arising across Wiltshire, whether from demographic or population change, strategic housing development growth or military moves.

The approved Wiltshire School Places Strategy 2017- 2022 and its Implementation Plan identifies the priority basic need schemes requiring capital investment in the short, medium and longer term and these latest proposals for inclusion in the Schools Capital Programme will enable the priority works to be progressed. The Council also has Landlord responsibilities for the effective management and maintenance of the schools (for which the Council is responsible) estate and the approved programme will enable urgent and priority repairs and maintenance projects to proceed.

20 **Adoption of the Green and Blue Infrastructure Strategy**

Cllr Nick Botterill, Cabinet Member for Development Management, Strategic Planning and Climate Change introduced the report which provided detail in relation to consultation responses for the Green and Blue Infrastructure

Strategy (GBI) for Wiltshire – Wiltshire’s Natural Environment Plan and recommended the Plan to Council for adoption.

The Cabinet noted that the GBI Strategy had been subject to a series of stakeholder workshops and significant internal and external consultation. The Strategy would support the delivery of the Council’s Climate Strategy as both Strategies share a number of objectives. Cllr Botterill highlighted the 3 goals of the Strategy and the six delivery themes which received support during feedback on the consultation process.

The Leader welcomed the Strategy and highlighted the importance of linking this Strategy with the emerging Climate Strategy to achieve solutions to protect the environment.

Cllr Graham Wright, Chair of the Climate Emergency Task Group reported that the Task Group had received briefings on 5 August 2021 and 10 December 2021 and had provided supportive feedback to the Environment Select Committee.

Cllr Ian Thorn congratulated Cllr Botterill and his officer team for the progress made in developing the Strategy document. He commented further on achieving the delivery objectives detailed in the Strategy, the need for regular monitoring and the development of further identifiable targets. The Leader and Cllr Botterill indicated that information relating to targets and policies within the Strategy would be detailed in delivery plans which would be subject to appropriate monitoring and reporting.

Resolved:

That Cabinet:

- 1. Notes the consultation feedback on the draft Green & Blue Infrastructure Strategy for Wiltshire - Wiltshire’s Natural Environment Plan 2022-30.**
- 2. Approves the final Green & Blue Infrastructure Strategy for Wiltshire - Wiltshire’s Natural Environment Plan and recommends it to Council for adoption as part of the council’s policy framework.**

Reasons for decision:

To ensure Wiltshire has in place a strategy to support the council’s Business Plan missions on climate, wellbeing, and the natural environment and fulfil the requirement set out in the Core Strategy to have a Green Infrastructure Strategy for Wiltshire.

21 **Climate Strategy and update on council's response to the climate emergency**

Cllr Nick Botterill, Cabinet Member for Development Management, Strategic Planning and Climate Change introduced the report which provided detail in relation to consultation responses, an update on the Council's response to the Climate Emergency and to recommend the Climate Strategy for approval.

The Cabinet received questions from Andrew Nicolson, James Gladding and Bill Jarvis in relation to this report, copies of which are available to read in agenda supplement 1 on the Council's website [here](#). Supplementary questions were received from Andrew Nicolson and Bill Jarvis on behalf of James Gladding and himself. The Leader, Cllr Botterill and Cllr Dr McClelland responded verbally at the meeting details of which can be found in the meetings recording at this [link](#)..

Cllr Botterill reminded Cabinet that a commitment was made to provide six monthly progress updates on actions the council is taking to tackle the climate emergency in Wiltshire. This is the fifth progress report to Cabinet following updates in October 2019, July 2020, February 2021 and July 2021. Cllr Botterill was pleased to report that the final Wiltshire Climate Strategy 2022-2027 was appended for consideration, and incorporated changes made in response to the recent consultation (September and October 2021). He further explained that comments on the significant progress against each of the seven Climate Strategy themes were detailed in the report.

Cllr Botterill welcomed the Council's recent excellent rating of 81% in Climate Emergency UK's Council Climate Plan Scorecards, ranking it as the fifth best unitary authority in the UK for its response to climate change.

The Leader thanked everyone involved in the development of the Strategy and explained that officers had been set some very challenging targets, which they were delivering on and highlighted that the Strategy provided a foundation to deliver on agreed targets.

Cllr Graham Wright, Chair of the Climate Emergency Task Group reported that the Task Group had received briefings on 15 December 2021 and had provided a detailed response.

Cllr Ian Thorn commented on the need for further discussion and engagement with partners, for the Delivery Plan to be more robust, and a document detailing achievement of milestones.

Comments from members included the importance of cross-party agreement to acknowledge the Climate Emergency in 2019, congratulations to all involved in the development of the Climate Strategy, the need for further developments in the areas of EV charging, agriculture and use of wind power, the impact of divesting assets and resources through SDAT, and the evolutionary process of setting and reaching targets.

Resolved:

That Cabinet:

- 1. Notes the consultation feedback on the draft climate strategy;**
- 2. Approves the final Wiltshire Climate Strategy (2022-2027) and recommends it to Council for adoption as part of the council's policy framework;**
- 3. Delegates permission to the Corporate Director for Place, in consultation with the Cabinet Member for Development Management, Strategic Planning and Climate Change, to approve delivery plans for the climate strategy once developed;**
- 4. Notes the actions taken in response to the climate emergency following the last update in July 2021.**

Reasons for Decision:

- 1. To ensure Wiltshire has in place a strategy for its 2030 climate ambitions*
- 2. To provide Cabinet with an update on actions taken in response to the climate emergency*

22 Admission Arrangements and Co-ordinated Scheme 2023/24

Cllr Laura Mayes, Deputy Leader and Cabinet Member for Children, Education and Skills presented a report which detailed the four elements of the School Admission Policy 2023/2024, as part of the statutory process for the determination of admission arrangements to maintained schools.

Cllr Mayes reported that one change being proposed for Voluntary Controlled, and Community Schools related to waiting lists. In previous years children refused a place at their preferred Voluntary Controlled or Community school were automatically placed on the waiting list. However, in the 2023/24 scheme, any parent who has been refused a place at one of these schools will now need to opt to go on the waiting list.

Resolved:

To approve the following:

- a) the proposed scheme for the co-ordination of admission to secondary schools for 2023/24.**
- b) the proposed scheme for the co-ordination of admissions to primary schools for 2023/24.**
- c) the proposed admission arrangements for Voluntary Controlled & Community Secondary Schools for 2023/24.**

d) the proposed admission arrangements for Voluntary Controlled & Community Primary Schools for 2023/24.

Reason for Decision:

The Local Authority has a statutory duty to have a determined admission policy for 2023/24 in place on or before 28 February 2022.

23 Urgent Items

There were no urgent items.

(Duration of meeting: 10.00 am - 1.40 pm)

The Officer who has produced these minutes is Stuart Figini of Democratic Services, direct line 01225 718221, e-mail stuart.figini@wiltshire.gov.uk

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Wiltshire Council

Cabinet

29 March 2022

Subject: Day opportunities transformation

Cabinet Member: Councillor Jane Davies – Cabinet Member for Adult Social Care, SEND and Transition and Inclusion

Councillor Laura Mayes – Deputy Leader and Cabinet Member for Children’s Services, Education and Skills

Key Decision: Key

Executive Summary

This report describes a proposed commissioning and procurement approach which will transform how disabled young people, adults and older people access daytime and evenings activities which meet their needs and aspirations in life.

The Council will spend approximately £2.1m in 2021/22 on commissioned and grant-funded day opportunities¹. These services are delivered to approximately 800 adults with learning disabilities, autism spectrum conditions, sensory needs, cognitive impairment, dementia and other age-related frailties².

Day opportunities should meet people’s needs as assessed under the Care Act. These needs will lie on a spectrum, from support that promotes independence and community engagement, through to more intensive personal care. Day opportunities must have a clear purpose and meet people’s goals and aspirations.

Wiltshire Council has engaged with a range of people who access day opportunities, or potentially would do if those opportunities were in line with what people want to do with their lives. People have clearly described what a good life looks like, and what support they need to live their good life: people want to be accepted and valued, attend a variety of activities, be actively involved in their community, enjoy mainstream services, have fun, learn and try new things, have positive relationships, etc. People want to meet people with similar interests, build ongoing friendships and relationships, be understood and supported to live independently. This means moving towards innovative and creative support which helps people lead meaningful lives.

The current model of commissioning day opportunities does not fully meet these objectives, and historically there has been no overarching commissioning strategy around how the Council works with providers and purchases services to meet the goals and aspirations of its local population.

¹ This does not include day opportunities funded through block contracts, nor those provided in-house.

² These figures for costs and number of customers are full-year effects based on a snapshot from 30/09/21.

This plan therefore sets out what we commission now, how we will modernise our offer, and a proposed procurement route to achieve this.

Proposal(s)

Cabinet is recommended to agree:

- To the procurement of day opportunities that are goal-oriented and outcome-focused
- To the development of a service specification that is informed by the views of disabled and older people and the people who support them
- To the procurement of an open framework arrangement under the light touch regime
- That the decision to award contracts against the framework is delegated to the Director of Procurement and Commissioning in consultation with the Corporate Director of People, the Corporate Director of Resources & Deputy Chief Executive, the Cabinet Member for Adult Social Care, SEND and Transition and Inclusion, and the Cabinet Member for Children's Services, Education and Skills.

Reason for Proposal(s)

Currently, day opportunities offer limited choice and control for customers. The offer is usually building-based and provides a traditional menu of activities. Whilst services are often valued, we have heard from customers and carers that whilst they access what is on offer, if a more diverse choice of opportunities was available, they would have higher aspirations for themselves.

Wiltshire Council has engaged with disabled and older people about what a good life looks like, and what support they would need to live that good life. The current model of spot-purchasing day opportunities does not enable the Council to shape the market, nor to have sufficient assurance of the quality and capacity of commissioned providers to deliver good outcomes to residents.

Procuring an open framework under the light touch regime will ensure that all providers are vetted to ensure they adhere to legal and quality standards and financial parameters. Successful providers will join the open framework, which will be clearly publicised to customers, carers and practitioners. People assessed under the Care Act as requiring a day opportunity will then be placed with the most appropriate service, using a combination of customer choice, geography, availability, etc – with the most cost effective option that meets need and choice being chosen. Each service user is placed with an individual service contract (rather than an overarching or block contract) which matches the needs of the individual.

Terence Herbert
Chief Executive

29 March 2022

Subject: Day opportunities transformation

Cabinet Member: Councillor Jane Davies - Cabinet Member for Adult Social Care, SEND and Transition and Inclusion

Councillor Laura Mayes – Deputy Leader and Cabinet Member for Children’s Services, Education and Skills

Key Decision: Key

Purpose of Report

1. This report sets out what we commission now, how we will modernise our offer, and a proposed procurement route to achieve this. Cabinet is asked to approve the outcome-driven approach to commissioning day opportunities, and specifically to approve the proposed procurement approach to achieve this.

Relevance to the Council’s Business Plan

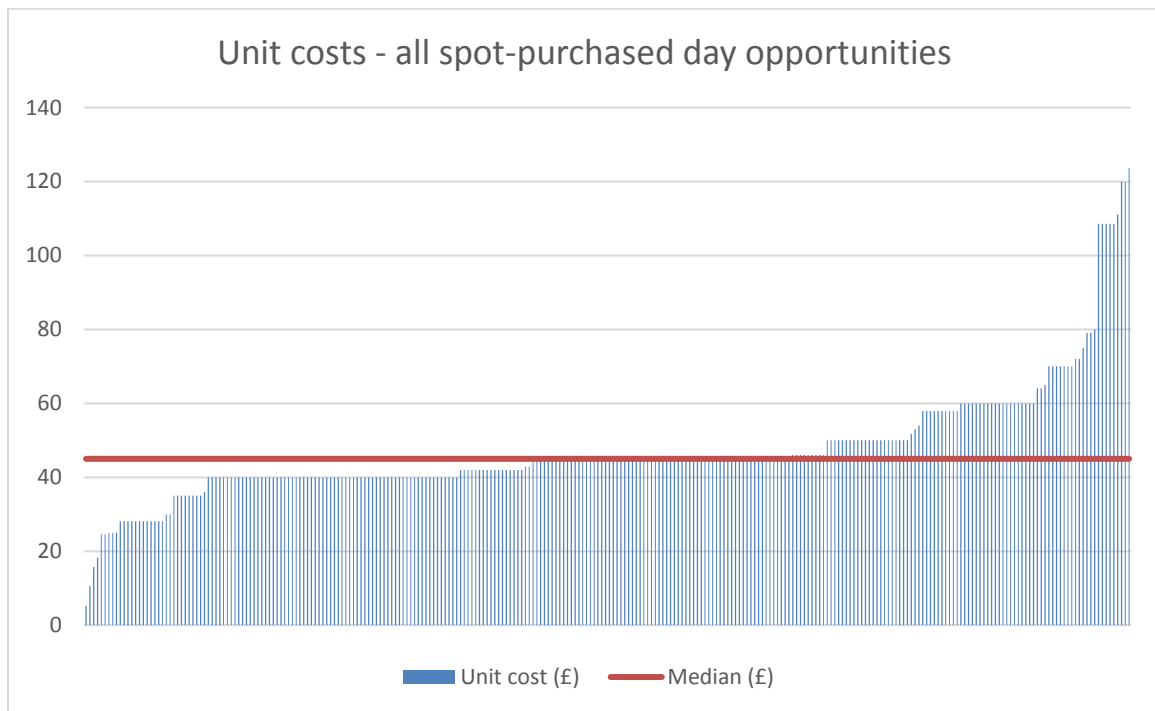
2. Wiltshire’s joint commissioning priorities for 2022/23 are to ensure services are in the right place at the right time; delivered by the right people; and that customers get the right services at the right price. Wiltshire’s Market Position Statement (MPS) for Whole Life Commissioning emphasises that people should receive the support they need at the earliest opportunity to live independently and safely within their community.
3. This proposal will ensure that day opportunities:
 - a. Focus on the strengths, assets and potential of people
 - b. Have a positive and meaningful impact on people’s lives
 - c. Increase choice and control
 - d. Develop people’s life skills

Background

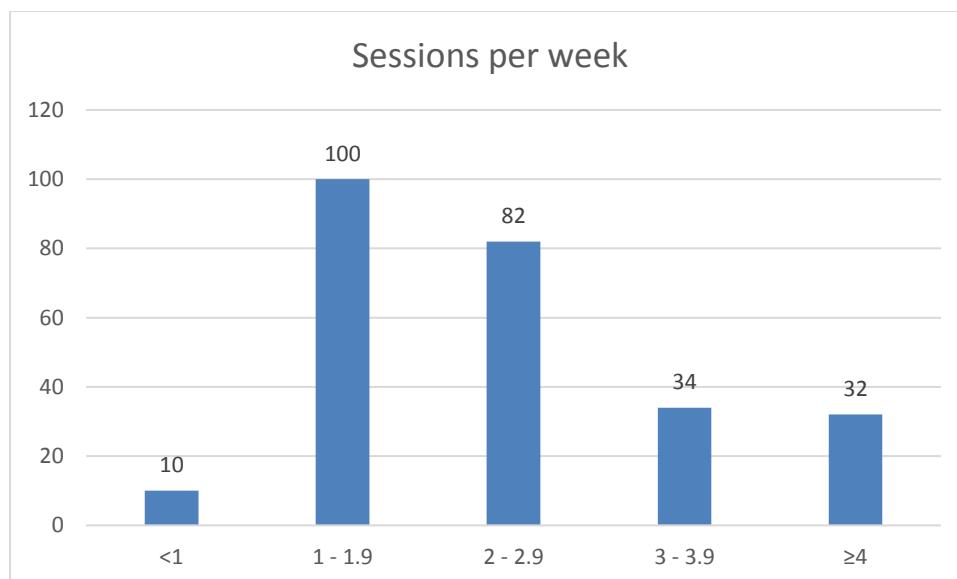
Current supply arrangements

4. Wiltshire Council currently commissions 40 organisations via spot-contracts, 32 via annual grant funding and an additional two via block contracts (Alzheimer’s Support and Order of St John). There are five organisations from which we spot-purchase 20 or more day opportunities packages.
5. 277 customers use services provided by the spot purchased organisations – the majority of these (204 people) are adults with learning disabilities.

6. These spot-purchased services vary considerably in unit cost, with day rates ranging from £5.25 up to £123.66. The graph below shows the distribution of sessional costs, with 80% of packages costing between £40 and £60 per day. The median (red line in graph below) and mode day rates are £45; the mean is £48.58.



7. The mean weekly cost per customer of day opportunities is £109.18 overall – this is broadly similar across different customer groups (£104.63 for Mental Health, £112.40 for LDAS, £96.41 for Living Well). The median day rate is £80 per week.
8. More than one third of customers who access spot-purchased day opportunities access them only one day per week. 12% of day opportunities customers access four or more days per week. On average (both median and mean), customers access 2 days per week.

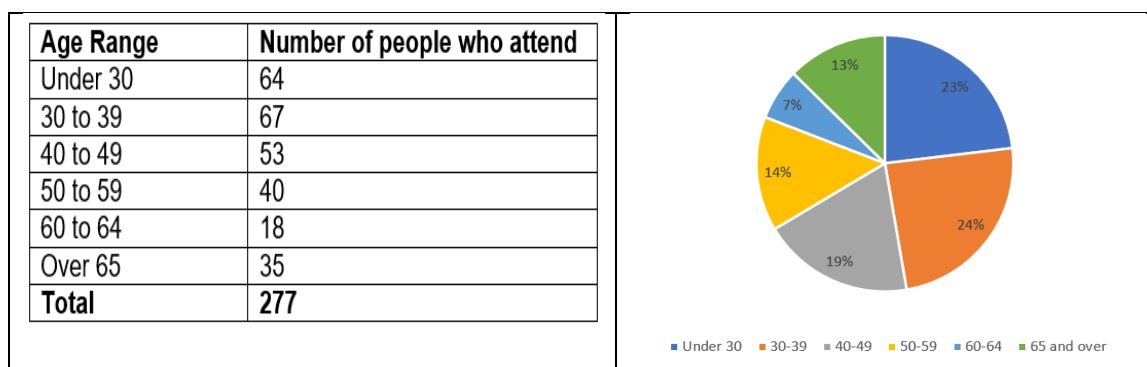


9. The table below shows the breakdown of the gross weekly and gross annual spend on day opportunities currently commissioned:

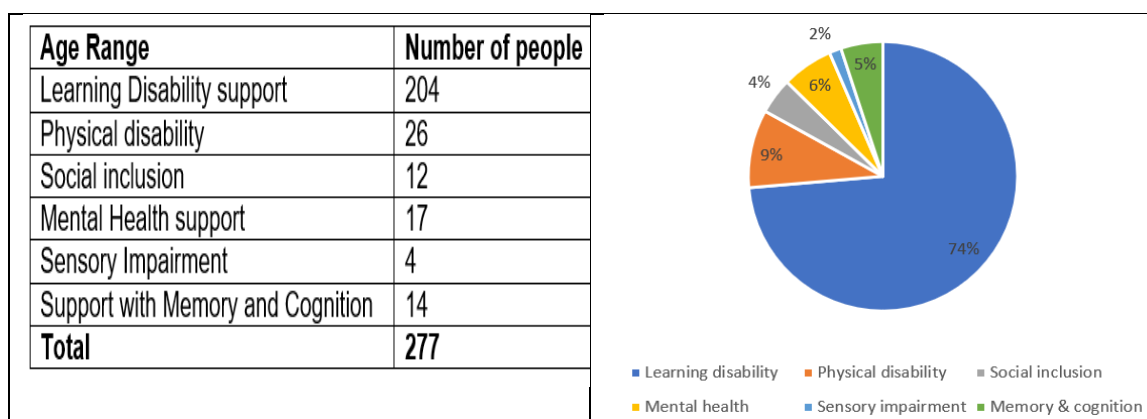
Commissioned Service / provider	Contract type	Forecast spend in 2021/22
Day opportunities for adults/older people – various providers	Spots	£1,906,744
Day centres – adults of working age	Annual grant	£90,961
Day centres – older adults	Annual grant	£117,906
Total		£2,115,611

10. The total spend on commissioned and grant-funded day opportunities has reduced slightly since November 2020, mainly due to reductions in activity following COVID-19.
11. In addition to the above, and out of the scope of this proposal, there are two block contract arrangements in place for day opportunities for older people - one with the Order of St. John and the other with Alzheimer’s Support.
12. The age range and primary need of people using day opportunities who have a support package are broken down in the pie charts below:

Breakdown by age



Breakdown by primary need



Market Position

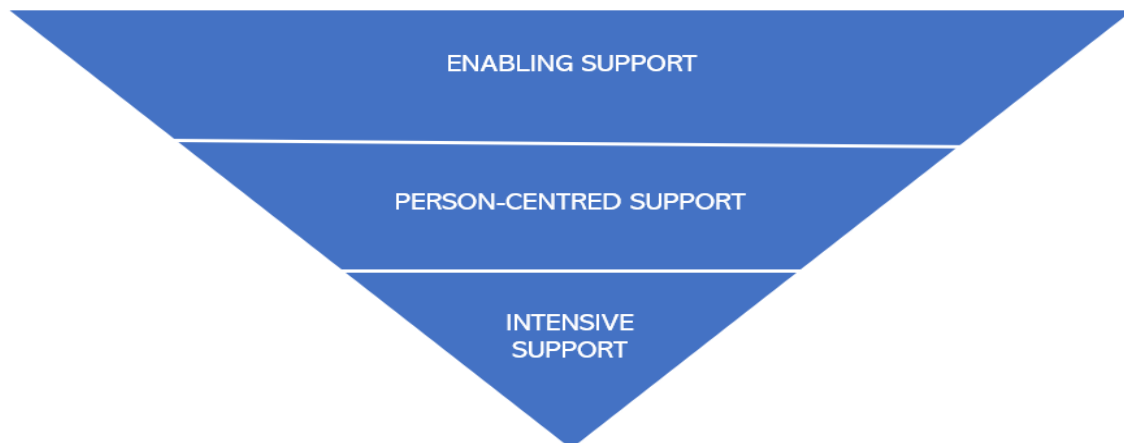
13. In 2020, Commissioners set up a Day Opportunities Provider Forum. This was mainly to support providers during the COVID-19 pandemic – e.g. through sharing of information from Public Health about PPE, re-opening etc. It also provided an opportunity for day opportunities providers to meet and have strategic discussions both with commissioners and operational teams, and with other services such as the Wiltshire Employment Support Team (WEST). This forum will be re-launched in March 2022 to inform existing providers about the forthcoming tender, share the Council’s vision, and introduce forthcoming market engagement sessions.
14. Council officers are meeting specifically with grant-funded providers to explain the tender process. These meetings took place on 9 and 23 March.
15. Following this meeting, the council will start engaging with the market in early April. Officers will run workshops with providers to set out the vision and outcomes for day opportunities, to explain the bidding and onboarding processes, and to offer support for providers who require it. This is in recognition that tender processes can feel daunting to small organisations – although as this procurement will be under the “light touch” regime, it will be relatively straightforward. Officers will share details of the South West procurement portal (<https://www.supplyingthesouthwest.org.uk/>) so that organisations can register. The luncheon clubs and friendship groups will also be able to attend these events.

Main Considerations for the Council

16. Currently, the Council spot-purchases most day opportunities for adults of working age and older adults. Spot agreements do not include service specifications and/or outcomes, and there is a lack of transparency around what value the customer and/or the Council get from this investment. Furthermore, there are several providers from whom the Council spot-purchases 20 or more packages.
17. In addition to these spot arrangements, a number of centres have continued in 2021/22 to receive grants from the Council. It has been agreed to reduce these payments by 50% in 2022/23, and by the remaining 50% in 2023/24. These providers will have the opportunity to apply to join the Open Framework and win new business; all have been invited to meet with Council officers in March 2022.
18. Existing day opportunities offer limited choice and control for customers. The offer is usually buildings-based and provides a traditional menu of activities.
19. Current services are often designed for a specific user group – e.g. volunteering in a garden centre for adults with learning disabilities, or a day centre for older people. This means people don’t have the opportunity to access the sort of mainstream and universal options their peers who do not have a disability, condition or frailty can access. Community assets are not consistently promoted, and there is a lack of support for customers to design and develop their own groups, clubs and activities.

20. The Adult Social Care Outcomes Framework 2020/21 shows that 5.1% of adults with a learning disability in England were in paid employment (ASCOF measure 1E). This compared to 5.3% in the South West region and 5.0% in Wiltshire. Whilst Wiltshire performs similarly to the national and regional average, there is still room for improvement and day opportunities could become more of a stepping-stone into paid employment.
21. We want services to fit around people's wishes and goals, not the other way round. We will do this by:
- **Developing a tiered model of day opportunities**, where most customers get time-limited, personalised enablement support to promote their independence, help link them to their communities, and regain skills. This may be relatively low-level or high-level support, depending on needs, but will be time-limited. Long-term day care will still be available for people who require it – e.g. people with dementia, learning disabled people who are entering old age, etc.
 - **Communicating a clear message to the market** about the way we work in Wiltshire, and the expectations we have of providers – i.e. that person-centred planning supports people to reach their aspirations and goals.
 - **Reviewing existing packages** and ensuring that people receive the right service in the right place at the right level.
 - **Promoting personal budgets and direct payments**, as a more personalised means by which people can access the right option for them.
 - **Minimising passenger transport usage** by a) promoting independent travel training and b) ensuring that people access opportunities close to home. This will have benefits for the customer and for the environment.
 - **Developing a service specification and outcomes framework** which promote the principles outlined above (and especially, for adults of working age, employability), and which providers will be expected to report on. As stated above, customers will be invited to feed into and review the service specification, to ensure we have got it right.
 - **Introducing a cap on day / half-day rates** so that all providers work within a financial model that represents good value for money.
 - **Procuring an open framework of day opportunities**. This will establish a menu/database of providers which have been vetted for financial sustainability, are compliant in key areas, and which demonstrate a commitment to Wiltshire's values and priorities.
 - Throughout and beyond the procurement process, **engaging with the market** to bring innovative providers on board and support smaller organisations, community assets and/or micro-enterprises with the procurement process.
 - **Creating a database of framework opportunities**, so that customers, families, social workers, commissioners and providers have clear information about what opportunities are available, how much they cost, where they are located.
22. **Proposed new model of day opportunities**

23. The potential for day opportunities to promote independence, connect people with others and help them learn or re-learn new skills will be emphasised in this re-commissioning. It is therefore proposed that Wiltshire commissions day opportunities which are graduated to meet different levels of need. This acknowledges that one size does not fit all and that, whilst some people will need day opportunities on an ongoing basis, most people can benefit from time-limited, goal-oriented support. It also acknowledges that people will need different levels of support at various times to “get them back on their feet” and maximise their independence.



24. **Enabling support:** When people first access a day opportunity, in the majority of cases an initial package of up to 12 weeks would be commissioned, with clear goals and outcomes around identifying and meeting personal aspirations, supporting the person to gain or regain skills (e.g. independent living skills, or skills that will enable them to get paid work), connecting the person with local groups, services and interests. This level of support would be suitable for people with less complex needs (to be defined).
25. **Personalised support:** People with more complex needs and/or frailties should still be offered goal-oriented support to help them become more independent, feel more confident and maximise their abilities. However, they may require a longer period (albeit still time-limited – e.g. six months) of reablement-focused support, where the day opportunity “does with” rather than “does for”.
26. **Intensive support:** A smaller number of customers with more complex needs will need longer-term, more specialist day opportunities which, in some cases, may provide personal and health care as well as activities to promote independence. This will often be primarily to give the person’s carer a regular break, as assessed through the carer assessment. However, the principle of supporting people to pursue their own interests and talents will often be as core to this level of support as the others.
27. Critical to the success of this model is that customers are regularly and robustly reviewed to ensure a) that each customer is accessing the most appropriate day opportunity, b) that each customer is accessing the right level of day opportunity – i.e. that they are not being under- or over-prescribed, c) that customers are not having to travel unnecessarily far to access their day

opportunity, and d) to identify if the customer could access a more personalised opportunity with a direct payment or personal budget.

28. The adult social care client groups covered by this paper are:

- Adults with a learning disability
- Autistic adults
- Adults with a physical disability and/or a sensory impairment
- Adults with a mental health need
- Adults with needs relating to memory loss, cognition and/or frailty
- Older adults with social isolation

29. Whilst some of these customers access day opportunities directly provided by the Council, these services are outside of the scope of this paper. However, the enablement-focused vision and outcomes of in-house and commissioned day opportunities are well-aligned.

30. The key objectives that the proposed open framework will deliver are:

- Greater choice of day opportunities available.
- All open framework providers will work to a clear service specification and will be monitored consistently on outcomes.
- The Council will be assured of the legitimacy, sustainability and capability of all providers on the open framework.
- Customers will be able to make an informed choice about the opportunities they wish to take up.
- There will be increased focus on enablement, with day opportunities being focused on a clear purpose and specific, person-centred goals.
- There will be a transparent pricing structure which will demonstrate value for money.

Overview and Scrutiny Engagement

31. This report was shared with Health Select Committee, who discussed the proposal on 16 March 2022.

Safeguarding Implications

32. The aim of this transformation is to enable disabled and older people to enjoy meaningful activities, take positive risks and stay safe. This approach aligns with Wiltshire's Safeguarding Plan, which emphasises safeguarding children and vulnerable adults from abuse and neglect, as well as increasing community resilience.

33. It also aligns with the safeguarding principles enshrined in the Care Act of:

- **Empowerment** – people will be encouraged to make their own decisions about what they want to do during the daytime or evening.
- **Prevention** – building individual and community resilience.
- **Proportionality** – day opportunities offer a non-intrusive, person-centred way of meeting a person's needs and wishes.

- **Protection** – supporting people who are in the greatest need.
- **Partnership** – through supporting community-based activities, communities themselves becomes key partners in preventing, detecting and reporting neglect and abuse.
- **Accountability** – the tender will ensure accountability and transparency in how organisations are commissioned.

34. Abuse and/or neglect can happen in any setting, including a day opportunity. As part of the tender, the Council will rigorously check that providers have in place safeguarding children and safeguarding vulnerable adults' policies and ensure that any member of staff has been checked under the Disclosure and Barring Scheme as being fit to work with vulnerable people.

Public Health Implications

35. There is a considerable body of evidence relating to the impacts of loneliness and isolation on health outcomes for the whole population. Research has shown that chronic social isolation increases the risk of mental health issues like depression, anxiety and substance misuse, as well as chronic conditions like high blood pressure, heart disease and diabetes. This is exacerbated in those already disadvantaged by age, disability and inequality of access.. Social activity and engagement are just as important as physical activity in promoting longer life and reducing the need for people spending time in care settings, or being reliant on social care services, and – most importantly – leading a good life. An important outcome that contributes to people's overall sense of wellbeing is ensuring that they are not socially isolated.

36. Currently, day opportunities offer limited choice and control for customers. The offer is usually building-based and provides a traditional menu of activities. Services are often valued, but we have heard from customers and carers that whilst they access what is on offer, if a more diverse choice of opportunities was available, they would have higher aspirations for themselves and/or their loved ones.

37. Wiltshire Council has commissioned Wiltshire Centre for Independent Living to engage with disabled and older people about what a good life looks like to them, and what support they would need to live that good life. The findings of this engagement are set out in Wiltshire CIL's report entitled *It's my life* and published in January 2022. Below are direct quotations from people who were surveyed:

My good life:

- "Being accepted and valued and using my individual strengths;"
- "I don't want people to write me off for being different;"
- "I have hopes and aspirations like everyone else;"
- "To have positive relationships and spend time with family, friends and neighbours and to have a partner;"
- "I want to be independent and have access to a car;"
- "I want affordable options for college courses which are open to adults to help with employment and computer skills;"
- "I'd like someone to help me re-train for work and get online;"

- “I want to go to music festival and the theatre with friends”.

My good support:

- “Support should be inclusive and person centred;”
- “Would be good to match people with support based in interests;”
- “Travel training for new places to build confidence (both on foot and on public transport) together with help when planning a journey;”
- “I like support staff to be experienced, consistent faces, friendly, welcoming, flexible, patient, listening to me, understanding autism, have good communication skills;”
- “I can't get my words out always so people need to be patient and not jump in;”
- “To understand me properly - understand my background and where I am coming from;”
- “I like music and technology and support when cooking with recipes if they are more complicated;”
- “I like going to the park and to do disco;”
- “I sometimes need emotional support (as there have been difficult times);”
- “I would like learning to be kinder and more enthusiastic”.

38. People of working age also often expressed a strong desire to find work. This may mean volunteering as a stepping-stone towards employment, but people also emphasised the importance of a job that pays a proper salary: “paid work gives money and you get annual leave and sick leave, [it] gives you security, helps build up a pension, [makes you] feel secure in what you do, gain confidence in yourself.” Job coaching and other support to apply for, get and keep a job would be valued by many disabled people.
39. More broadly, people want support that gives them control over how they live their lives: “Living my life is having independence, developing life skills with choice and control over my life and choice over who I want to be. Not having to ask permission.” Wiltshire Council wants to commission providers who will support disabled and older people to do the things that many people take for granted: managing money, going on holiday, having a circle of friends, getting married, practicing their faith, going clubbing or going to gigs, filling out forms and doing admin, being loved.
40. There is clear evidence that loneliness and social isolation are key determinants of physical and mental ill-health. The proposals in this report have potential to positively impact health outcomes and healthy life expectancy across a broad range of elements that contribute to the wider determinants of health for this population.

Procurement Implications

41. Procurement options identified are as follows:
42. **Option 1:** Continue with current purchasing arrangements, which has the advantage of retaining the status quo for providers. The drawback of this option would be:

- It is difficult to monitor quality of spot purchasing day opportunities without a specific service specification
- It is difficult to negotiate fair rates for services
- It is inefficient use of social worker/brokerage officer time, searching for appropriate provider services and negotiating prices
- Potential providers may see spot purchasing as offering no level of security to operating their business
- Does not consistently offer an asset-based approach with choice and personalisation

43. **Option 2:** Bundle existing services into a single contract with a number of lots – e.g. one for older people/frailty, one for learning disabilities, one for mental health etc. This may have the advantage of simplifying commissioning arrangements and, through the due diligence of a procurement exercise, would give assurance about the compliance and capacity of providers. However:

- It would establish a fixed model of provision for the duration of the contract, not allowing for new and innovative providers to enter the market
- It would disadvantage small organisations and micro-providers, which are often customer/carer-led, well established within their communities, and provide more bespoke services
- It may mean the Council pays for care that is not in fact used (as happens currently with the OSJ block contracts)

44. **Option 3:** Procure an open framework under the light touch regime. Providers would be admitted onto the framework after having been evaluated as adhering to legal and quality standards and financial parameters. Providers then sign an overarching framework Terms & Conditions which govern the way they will operate if they have anyone placed with them. Providers are onboarded onto the open framework; however, this would not be a guarantee of work. Individuals would then be placed with the most appropriate service, using a combination of customer choice, geography, availability, etc – with the most cost effective option that meets need and choice being selected. Each service user is placed with an individual service contract (rather than an overarching or block contract) which matches the needs of the individual.

45. The indicative timetable for this option is set out below:

Event	Proposed Date
Engagement with providers affected by grant reductions	March 2022
Engagement sessions with potential applicants	April 2022
Open Framework opened for applications	Early May 2022

Initial Submission Period	Early May to early June 2022
Open Framework temporarily closed whilst Initial Evaluation of Applications takes place	Early June 2022
Open Framework re-opens	Early July 2022
First direct awards are made	Early July 2022

46. The advantages of this approach would be:

- This would be a flexible procurement route which allows new providers to apply and join during the period of the framework
- The system could offer greater choice associated with attracting a wider range of providers to working locally
- As the framework would be procured under the light touch regime, there is greater flexibility and choice for the individual customer
- Formalising the commissioning arrangements around day opportunities will enhance our ability to manage price and monitor quality. It can also offer a level of security to providers as they will develop a closer working relationship with the Council
- The model could offer helpful synergy with the existing Good Lives Alliance DPS model
- The model would be outcome driven and could allow the opportunity to look at incentives
- The model would offer opportunities to small and medium sized enterprises
- The model could encourage the development of a micro-provider market

47. Potential Disadvantages:

- Providers may choose not to join the DPS. However, this could be mitigated if we allowed providers to keep existing business (so as not to disrupt existing arrangements for customers who wished to stay with their current provider) but not allow new business from going to non-framework providers (unless customers wished to purchase with a direct payment).
- The outcome of the Covid pandemic may see providers moving away from providing day opportunities. This will be mitigated by extensive market stimulation, including by targeting providers which do not currently provide day opportunities in Wiltshire, and encouraging the growth of micro-enterprises.

48. On 9 December 2021, Commercial Board gave its recommendation to Option 3. The mitigations for reducing the risks of introducing this model ensuring its success are as follows:

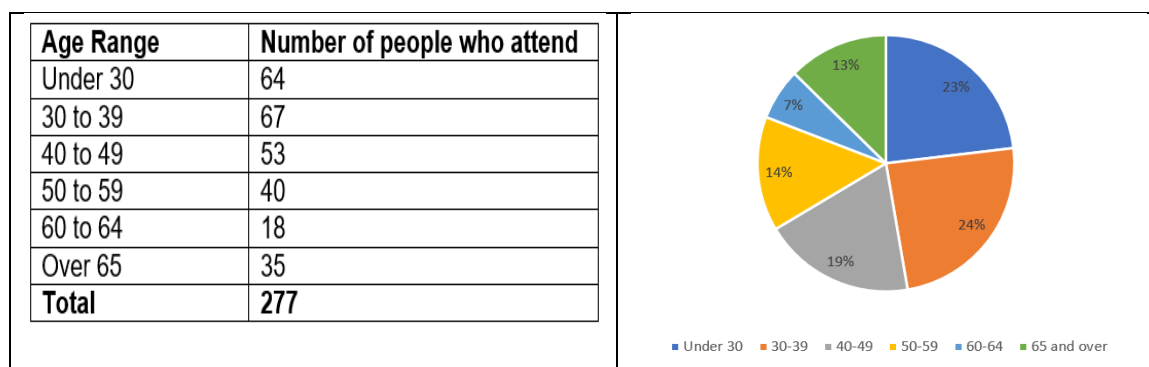
- Ensure effective communication with providers so that they can see the benefits of joining a DPS model e.g., regular forum meeting

- Co-design the service specification which will be used with providers and direct recipients of current services to secure ownership
 - Allowing creativity and innovation in meeting people’s individual outcomes. This will require a review of current support plans
49. If agreed, it will take approximately 3-4 months to engage with the market and undertake the procurement. Hampshire Procurement have been engaged and, if this option is approved, are ready to proceed. Hampshire Council have conducted a similar procurement exercise in recent years and have found it very successful in changing the culture of day opportunities and meeting the objectives detailed above. The Council has undertaken significant co-production and engagement with customers in recent months, and the views of young people, adults and older people have fed into the draft service specification.
50. The Council will continue to engage with Wiltshire residents and customers by working with Wiltshire Centre for Independent Living, Wiltshire Parent Carer Council and other groups to ensure that the feedback and recommendations made in Wiltshire CIL’s *It’s my life* report are implemented.
51. It is proposed that the Open Framework runs for an initial period not exceeding four years, with the option to extend by a further period not exceeding four years. The Open Framework would therefore have a maximum duration of eight years; however, the Council could re-commission any time before this period is up.

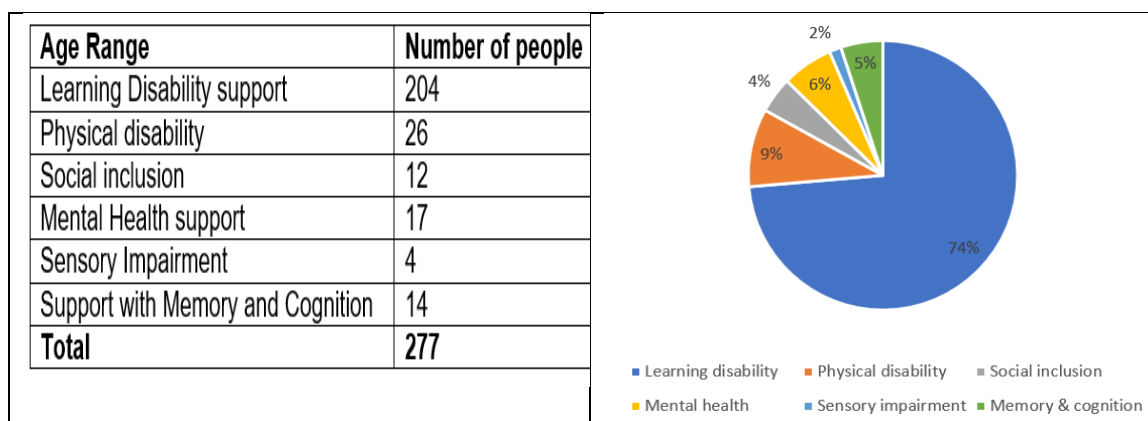
Equalities Impact of the Proposal

52. An Equality Impact Assessment was undertaken to review the potential impact on: (1) the suppliers of day opportunity service provision who currently support people referred by the Authority; and (2) to evaluate the potential impact on those people currently receiving a service.
53. As day opportunities are currently either spot-purchased or grant-funded, the Council holds very limited equalities data about customers. The tables and pie-charts below show all customers broken down by age and primary disability:

Breakdown by age



Breakdown by primary need



54. Two thirds of customers are under 50 years of age, and yet currently services are mainly buildings-based and disability-specific. Disabled people (and especially younger people) have told us they want support which enables them to be part of their communities, not separated from them. They want to access services which are meaningful, enjoyable and useful to them. It is only by procuring an Open Framework and developing our market to deliver personalised support that we will meet people's needs and aspirations.
55. Whilst we have robust data on age and primary disability (see tables & pie-charts above), we lack demographic data about sexual orientation, marital/civil partnership status, race, religion or belief etc. We therefore cannot say with confidence that existing day opportunities are tailored to meet people's protected characteristics.
56. It is likely that customers of day opportunities come from all equalities target groups. By procuring an Open Framework and engaging the market proactively, we can encourage new groups, providers and micro-enterprises to join the Wiltshire market. For example, if a group of LGBT people with learning disabilities wished to go clubbing once a month, or form a peer support or social group, we could relay this to the market and encourage a provider to plug that gap.

Environmental and Climate Change Considerations

57. This proposal aligns with the Council's draft Climate Strategy, and particularly its commitment to carbon neutrality by 2030. By ensuring a choice of service provision across Wiltshire, the proposal will support people to stay local to their place of residence and help to ensure that Wiltshire residents attend opportunities in their local community area. There will be a reduction in travel distances which will enable local transport links and other means of transport to be utilised locally.
58. The emphasis of the new service offer will be to increase use of community assets and outdoor activities. It is anticipated this will reduce carbon emissions from static sources.

59. Procuring an open framework of day opportunities will mean that providers can be vetted for compliance and their commitment to Wiltshire's values and priorities. This means that if the council develops specific environmental priorities or principles that are relevant to the service, they can be included easily in the procurement process, where appropriate to do so. Potential providers can be made aware of the council's commitments and policy on environmental issues and can build this into their offer over time. This will be part of how the social value of the contract is demonstrated.
60. There will be an expectation that suppliers reflect the Authority's commitment to carbon neutrality in how they operate and report on their carbon footprint. The tender will also include a question asking how suppliers will contribute towards the Council's Climate Strategy.

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

61. If the proposed decision and work is not taken, the Council would continue spot-purchasing day opportunities from the same limited range of suppliers. It would not get the legal, governance and financial assurances from suppliers that a tender would provide, and there would be no framework around which commissioners could stimulate the market. There would be a high risk that disabled people would continue not to be able to access the activities and opportunities they say they need to thrive in life.

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

62. Given the transformative nature of this proposal, there is a risk that the continued need for day care which is primarily aimed at giving respite to the carer and which is likely to be needed long-term will be overlooked. This will be mitigated by emphasising the need for a breadth of provision – from time-limited and outcome-focused, to longer-term and driven by carer needs.
63. This proposal also mitigates any risk which arises from the decision to cease grant payments to day centres by offering those providers affected the opportunity to apply to join the Open Framework and thereby win new business.
64. There is a risk that existing providers may choose not to apply to join the Open Framework (e.g. because they do not wish to participate in a tender). This is considered a low risk, given previous experience of procuring Open Frameworks. Existing suppliers that choose not to apply will be able to retain existing spot-purchased business (though not to gain new business), which means that customers with eligible needs, as identified through a Care Act assessment, will not see their packages disrupted. The risk of a wider failure of market stimulation will be mitigated by the market engagement described above.

Financial Implications

65. In the Invitation to Tender (ITT) documentation, the Council is obliged to publish its total aggregate budget for the duration of the contract. The Council is not committed to spending the totality of this budget; however, this figure cannot be exceeded within the terms of the contract.
66. The Council has an aggregate budget of £17,100,000, exclusive of VAT, for call-offs from this Open Framework. (This does not include transport costs.) This is calculated on the basis of the approved budget for 2022/23 and projected price inflation and demographic pressures over subsequent years.
67. As the framework proposed within this paper is a call-off contract, there are no savings or pressures directly arising from the proposals. As the contracts are call-off ones there will be an incentive for providers to be competitive in both their service offer and price if they wish to win business.

Legal Implications

68. Any procurement exercise should be conducted in accordance with the requirements set out in Part 10 of the Council's Constitution, the SPH Manual and the Public Contract Regulations (2015). Legal Services will need to be engaged throughout this process, with the relevant legal and procurement advice sought.
69. Wiltshire Council's Legal Services must draft a robust Framework Agreement, Terms of Inclusion, Individual Service Contract and legal documentation for this matter. Legal Services will need to be consulted to review the final documentation before execution.
70. Cabinet should delegate authority to enter into the Framework Agreement, Terms of Inclusion, Individual Service Contract and any other legal documentation to an appropriate individual.

Workforce Implications

71. There are no TUPE or staffing implications for existing Wiltshire Council staff should these proposals be agreed, as the proposal only impacts external partners and providers.

Recommendations

Cabinet is recommended to agree:

- To the procurement of day opportunities that have a purpose, are goal-oriented and outcome-focused
- To the development of a service specification that is informed by the views of disabled and older people and the people who support them
- To the procurement of an open framework arrangement under the light touch regime

- That the decision to award contracts against the framework is delegated to the Director of Procurement and Commissioning in consultation with the Corporate Director of People, the Corporate Director of Resources & Deputy Chief Executive, the Cabinet Member for Adult Social Care, SEND and Transition and Inclusion, and the Cabinet Member for Children's Services, Education and Skills.

Helen Jones (Director - Joint Commissioning)

Report Author: Robert Holman, Commissioning transformation lead

Date of report: 08/03/2022

Appendices

N/A

Background Papers

The following documents have been relied on in the preparation of this report:

Wiltshire Centre for Independent Living, *It's my life*, January 2022.

Wiltshire Council

Cabinet

29 March 2022

Subject: Wiltshire Children's Community Health Services-Future Commissioning

Cabinet Member: Cllr Laura Mayes, Deputy Leader and Cabinet Member for Children's Services, Education and Skills

Ian Blair-Pilling, Cabinet Member for Public Health, Public Protection, Leisure, Libraries, Facilities Management and Operational Assets

Key Decision: Key

Executive Summary

The purpose of this report is to provide Cabinet with the information to decide on the short-term future of Wiltshire's Public Health Nursing (PHN) Services beyond April 2023. These services are currently delivered by HCRG Care Group (previously Virgin Care Services) as part of Wiltshire Children's Community Healthcare Services (WCCHS) contract.

The HCRG contract is a collaborative commissioning arrangement between the Council and NHS Bath and North-East Somerset, Swindon and Wiltshire Clinical Commissioning Group (BSW CCG). The total contract value for 20/21 is £13.3m of which Wiltshire Council contributes 47.4% to fund Public Health Nursing (PHN) Services and 2.5% to fund Speech and Language Therapy services to support children with Education Health and Care Plans (EHCPs). The five-year contract for WCCHS, awarded to HCRG Care Group (HCRG) in 2016, was extended by two years and expires on 31st March 2023.

Prior to 2016, children's community services were provided across six separate organisations and parents/ carers of children with special educational needs reported healthcare provision to be confusing and disjointed. It was decided to bring the services together as one overarching children's community health service to create a more pathway-based, less medicalised approach to care.

An initial assessment of a long list of options for the future commissioning of WCCHS was presented to the Wiltshire Locality Commissioning Group (WLCG) and it was agreed for an in-depth option appraisal of the following to be undertaken:

1. Combined WCCHS – one single provider of universal and specialist services across Wiltshire (the current model) – contracted as a single lot
2. Combined WCCHS – one single provider (current model) - contracted as 2 separate lots

3. Disaggregate the current service - LA in-house PHN services and CCG commission specialist community health services separately

Covid 19, specifically the rapid surge in the Omicron variant, has impacted on this situation. The government has delayed the implementation date for Integrated Care Boards (ICBs) until July 2022, rather than 1st April as expected, to allow the passage of the Health and Care Bill to pass through Parliament which has resulted in a delay to the ICB being able to endorse a long-term model. CCG capacity is affected as staff are being diverted to Covid response. Covid is also limiting the Council and CCG's capacity and ability to engage with families, children, and young people, especially face to face, and their engagement in co-production is vital if the model changes significantly.

Proposal(s)

It is recommended that:

Cabinet agrees to the negotiation of a one year contract which is held by the CCG with HCRG Care Group for a further 12 months until 31st March 2024 to enable officers to complete due diligence on the options outlined and undertake a full consultation with children, young people and families as required. It is recommended that the decision to award a one year contract is delegated to the Director of Procurement & Commissioning in consultation with the Director of Public Health, Corporate Director-People and Corporate Director-Resources/Deputy Chief Executive, and the Cabinet Member for Children's Services, Education and Skills and Cabinet Member for Public Health, Public Protection, Leisure, Libraries, Facilities Management and Operational Assets.

A further paper will come to April Cabinet to recommend the long-term model of a future service.

Reason for Proposal(s)

The contract with HCRG Care Group to deliver the Wiltshire Children's Community Healthcare Service expires on 31 March 2023 following completion of a 2-year extension to a 5 year contract. There is a need to decide on the provision of Public Health Nursing Services from 1 April 2023.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

29 March 2022

Subject: Wiltshire Children's Community Health Services-Future Commissioning

Cabinet Member: Cllr Laura Mayes, Deputy Leader and Cabinet Member for Children's Services, Education and Skills

Ian Blair-Pilling, Cabinet Member for Public Health and Public Protection, Leisure, Libraries, Facilities Management and Operational Assets

Key Decision: Key

Purpose of Report

1. The purpose of the report is to provide Cabinet with the information to decide on the short-term future of Wiltshire's Public Health Nursing Services (PHNS), currently delivered by HCRG Care Group (HCRG) as part of Wiltshire's Children's Community Healthcare Services (WCCHS) contract

Relevance to the Council's Business Plan

- 2.1 The Public Health Nursing Service (PHNS) is central to the guiding themes of prevention and early intervention, improving social mobility and tackling inequalities set out in the Wiltshire Council Business Plan Principles 2022-2032. Core to any PHNS is to lead the delivery of the Healthy Child Programme, an evidence based universal programme for children aged 0-19 (currently being updated to extend from 19-24 years). The programme provides the bedrock for health improvement, public health and reducing inequalities. Expectant parents, parents/carers, children and young people are empowered to make healthy choices and additional support is provided proportionate to need as required.
- 2.2. The universal nature of PHNS provides an opportunity to gather population health data that can inform our local Joint Strategic Needs Assessment and enable a better understanding of our local communities, thus also contributing to this guiding theme.

Background

- 3.1 Wiltshire Council and Bath and North-East Somerset, Swindon and Wiltshire Clinical Commissioning Group (BSW CCG) currently contract with HCRG Care Group (HCRG) to deliver Wiltshire Children's Community Health Service (WCCHS). This service delivers PHNS and specialist children's community health services.

3.2 The original contract commenced in April 2016 and was for a period of 5 years (expiring 31st March 2021). The contract included an option to extend for a further 2 years. This option was exercised in April 2021 and the contract will now expire at the end of March 2023.

3.3 Prior to 2016, children’s community services had been provided across six separate organisations; some of the specialist services were sitting outside of Wiltshire county borders and required parents / carers to travel outside of Wiltshire for appointments. This also limited the extent to which community services could provide services embedded within education and respite settings. Parents / carers of children with Special Educational Needs and/or Disabilities (SEND) reported this to be a confusing and disjointed healthcare provision. For this reason, and to create a more pathway-based, less medicalised approach to care, it was decided to bring the services together as one overarching children’s community health service.

3.4 The total contract value for WCCHS for 2021/22 is £13,331,426, of which Wiltshire Council contributes 47% to fund Public Health Nursing Services and 3% to fund Speech and Language Therapy Services to support children with Education Health Care Plans. from its Public Health Grant on the Public Health Nursing Contract. BSW CCG contribute the remaining 50% to fund Children’s Specialist Community Health Services and the Looked After Children Service. The table below shows how the funding is split between commissioners.

Commissioner	Value	Proportion
Wiltshire Council (Public Health)	£6,316,649	47%
Wiltshire Council (Children’s Commissioning)	£336,277	3%
BSW Clinical Commissioning Group	£6,678,500	50%

3.5 Wiltshire Council is responsible for PHNS in Wiltshire. PHNS is a service directly funded by the Public Health Grant which the local authority receives from the Department of Health and Social Care. The service forms part of the Director of Public Health’s responsibilities for ‘any of the Secretary of State’s public health protection or health improvement functions that they delegate to local authorities, either by arrangement or under regulations – these include services mandated by regulations made under section 6C of the NHS 2006 Act, inserted by section 18 of the 2012 Act’.

3.6 The PHNS is required to deliver against the requirements set out in the Health & Social Care Act 2012 to provide a universal service for all expectant parents, children and young people, with an emphasis on prevention and support. This includes leading on the delivery and co-ordination of the Healthy Child Programme 0-19, a national public health programme based on the best available evidence to achieve good outcomes for children. The mandated elements of the PHNS are five universal reviews delivered by the health visiting service from pregnancy through to two and a half years of age, and the National Child Measurement Programme.

3.7 The PHNS service is made up of the following key elements:

- Health Visiting - 0-4 years old
- School Nursing - 5-19 years old
- Family Nurse Partnership (FNP) – a strengths-based programme to support young parents. In Wiltshire this is targeted at young women who conceive at or below the age of nineteen. It is a licenced programme that provides intensive support from pregnancy until the child's second birthday. It is not mandated.
- The National Child Measurement Programme - delivered through the School Nursing Service provides robust public health surveillance data on child weight status to inform national and local planning to reduce obesity

3.8 BSW CCG is responsible for commissioning the following services:

- Community Paediatrics
- Speech & Language Therapy
- Integrated Therapies (Physiotherapy & Occupational Therapy)
- Children's Community Nursing Services
- Children's Continuing Care
- Learning Disability Nursing Services
- Children's Safeguarding Services (named nurses & specialist safeguarding nurses)
- Paediatric Audiology (West Wiltshire only)
- Children's Continence Service
- Looked After Children's Service

3.9 The Looked After Children's (LAC) Service provides specialist health assessments, personal health planning and intervention, advice and support to children and young people who are looked after and their parent/carers. It also provides specialist advice to partner agencies on the health needs of children looked after and actively participates in care planning and review meetings. These services are delivered in conjunction with universal services. Currently review health checks and assessments for looked after children are undertaken by health visitors (up to age 5) and school nurses (over the age of 5).

Main Considerations for the Council

4.1 The Council is looking at 3 potential options for commissioning the service:

- Combined WCCHS – one single provider of universal and specialist services across Wiltshire (the current model) – contracted as a single lot

- Combined WCCHS – one single provider (current model) - contracted as 2 separate lots
 - Disaggregate the current service - LA in-house PHN services and CCG commission specialist community health services separately
- 4.2 It is necessary to complete due diligence exercises and further engagement with children, young people and families to be able to recommend a preferred option going forward.
- 4.3 Due to the pressures on the health system currently due to COVID, the establishment of the Integrated Care Systems to replace CCGs has been delayed until July 2022. The BSW ICS will need to sign off any contractual arrangements. In addition, it is difficult to undertake face to face engagement to design a model. It is, therefore, recommended that the current contract is extended for a further year to 31st March 2023.

Overview and Scrutiny Engagement

5. The Health Select Committee Chairman and Vice-Chairman and the Children's Select Chairman and Vice-Chairman are due to have a briefing on this matter in mid-March 2022.

Safeguarding Implications

6. Safeguarding children is a key component of the PHN Service. Health Visiting, Family Nurse Partnership and School Nursing Services are expected to ensure appropriate safeguards and interventions are in place to reduce risks to children and young people from conception where there are safeguarding concerns. When concerns are identified they will work in partnership with key services to intervene effectively in line with agreed local safeguarding protocols. This proposal is not believed to pose any risk to the safeguarding of children, young people or vulnerable adults.

Public Health Implications

- 7.1 Central to the PHN Service is the delivery of the national Healthy Child Programme (HCP), a universal evidence-based prevention and early intervention programme that aims to ensure that every child gets the good start they need to lay the foundations for a healthy life. It is an integral part of Public Health England's priority to support healthy pregnancy, ensure children's early development and readiness for school, and reduce health inequalities in young children.
- 7.2 Good health, wellbeing and resilience are vital for all our children and there is strong evidence that robust children and young people's public health is important to achieve this. Universal and targeted public health services provided by health visiting and school nursing teams are, therefore, crucial to improving the health and wellbeing of all children.
- 7.3 The Healthy Child Programme is based on the concept of 'proportionate universalism' recognising that it is not sufficient to focus solely on the most

disadvantaged to reduce health inequalities. Services must be available to all and able to respond to the level of presenting need. This is one of the key messages from the Marmot Review of health inequalities (2010).

- 7.4 The foundations for virtually every aspect of human development including physical, intellectual, and emotional development, are established in early childhood.

Procurement Implications

Any extension or award of contract should be done in line with the Public Contract Regulations 2015 (PCR2015) and Part 10 of the Council's Constitution,

In recommissioning this service for 1 year from the 1st April 2022 advice will be sought from the Strategic Procurement Hub to ensure compliance with the PCR 2015 as above.

Equalities Impact of the Proposal

9. The equalities impact of the proposed decision is believed to be low against all criteria on the Equalities Risk Criteria Table and, therefore, a full Equalities Impact Assessment is not required.

Environmental and Climate Change Considerations

- 10.1 It is anticipated that energy consumption and associated emissions will not alter from their current levels as a result of this proposal.
- 10.2 A transformation programme implemented by the current provider in the early part of the contract demonstrates a commitment within the contract to reduce the impact on the environment and reduce emissions. This included reducing the number of buildings staff were working out of; eradicating paper records; and introducing mobile working which has enabled staff travel to be more efficient.
- 10.3 Consideration of opportunities to further reduce carbon emissions will be incorporated into the due diligence exercises.

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

11. If the proposed decision is not taken, the Local Authority will have to commission the service separately as the CCG is not in a position to agree any new model or contract until they move to become a constituted Integrated Care Board in July 2022.

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

- 12.1 There is a risk that the provider declines the request to extend the contract. The result would be that the Local Authority would need to run a separate commissioning exercise with less time to complete it. An early and open dialogue will be required to mitigate this.

Financial Implications

13. The Council's position is that the financial value of the contract should not change for the proposed extension. Any variation to the contract price will be contained within the Public Health and Children's Commissioning budgets.

Legal Implications

- 14.1 Any procurement exercise should be conducted in accordance with the requirements set out in Part 10 of the Council's Constitution, the SPH Manual and the Public Contract Regulations (2015). Legal Services will need to be engaged throughout this process, with the relevant legal and procurement advice sought.
- 14.2 Wiltshire Council's Legal Services must draft robust legal documentation for this matter. Legal Services will need to be consulted to review the final documentation before execution.
- 14.3 Cabinet should delegate authority to enter into the contract and any relevant legal documentation to an appropriate individual.

Workforce Implications

- 15 There are no direct employment issues as a result of the recommendations for Council staff.

Options Considered

- 16.1 The options are to:

- (a) extend the contract by one year or
- (b) not to extend and end the contract on 31st March 2022.

- 16.2 Option (b) would prevent us from considering the option of a collaborative commissioning arrangement with BSW CCG as they are not in a position to agree a contract at this time due to the delay to the implementation of ICBs. It would also not allow for due diligence of the options under consideration, including co-creation with families, children, and young people on the new model if required.

- 16.3 There are risks with the preferred option:

- BSW CCG is completing a due diligence on Twenty/20 Equity Group (HCRG is a sub group of this) needs to be completed, planned to be completed in March 2022. As the results of this are unknown, this is something of an unknown risk. Any decision around suitability of HCRG (Twenty/20 Equity Group) delivering the one-year additional year of services proposed here, would need to be a risk-based

decision around the challenges of not proceeding and the viability of finding any other provider for either a short contract or pursuing a full procurement process.

- The Council and CCG do not know how the short-term contract would be perceived in terms of length and cost; this cannot be known until a clear negotiating position is agreed which is what this paper seeks to determine.

Conclusions

- 17 Cabinet agrees to the negotiation of a one year contract which is held by the CCG with HCRG Care Group for a further 12 months until 31st March 2024 to enable officers to complete due diligence on the options outlined and undertake a full consultation with children, young people and families as required. It is recommended that the decision to award a one year contract is delegated to the Director of Procurement & Commissioning in consultation with the Director of Public Health, Corporate Director-People and Corporate Director-Resources/Deputy Chief Executive and the and the Cabinet Member for Children's Services, Education and Skills and Cabinet Member for Public Health, Public Protection, Leisure, Libraries, Facilities Management and Operational Assets. A further paper will come to April Cabinet to recommend the long-term model of a future service.

Helen Jones (Director of Procurement & Commissioning)

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Date of report: 10th February 2022

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