

Wiltshire Council

Children's Select Committee

6 June 2023

Business Plan and Service Plan Update

Purpose of Report

1. To update the committee on the business planning process for the council, the link to the activity of families & children and education and skills services and the progress against that activity.

Relevance to the Council's Business Plan

2. This report explains the use of the current Business Plan as a structure on which to plan the activity of children, families and education services.

Background

3. Following the election of a new Council and a new Cabinet in May 2021 work on an updated business plan for the Council started.
4. With input from the Council's Extended Leadership Team the Cabinet agreed a set of priorities and missions around which the new Business Plan would be constructed.
5. In December 2021 all services went through a process of identifying the main activities they would undertake, the impact they hope to make thought that activity and how both activity and impact connected with the proposed Business Plan missions. A deal of other information relating to that activity was also collected at this time. It included: how the activity would be measured, what the risks where and how the activity was dependent on other parts of the Council or its partners. All this information was then used to create the detail of the Council's draft Business Plan.
6. On 15 February 2022 the Full Council approved the new 10-year Business Plan including:

Four Priorities:

- Empowered People
- Resilient Society
- Thriving Economy
- Sustainable Environment

10 Missions – To make Wiltshire a place where...

- We get the best start in life
- We stay active
- We are safe
- We live well together
- We are involved and decisions are evidence based

- We have the right housing
- We have the right skills to prosper
- We have vibrant, well-connected communities
- We take responsibility for the environment
- We are on the path to carbon neutral

Main Considerations

- Each of the activities below is drawn from either the Education and Skills Service Plan or the Families and Children Service Plan. Each activity has a primary link to one of the Business Plan Missions. Each activity may also have a number secondary links to any of the other nine missions.
- The distribution of primary links in the two plans is as follows:
The vast majority of activities, 82%, have a primary link to either the *Best Start in Life* or *The Right Skills*. There is a much wider distribution showing that the work of the two directorates covers the full spectrum of the Council's Business Plan. There is particularly strong representation for both *We are Safe* and *Vibrant, Well-connected Communities*.

Planned Activity and Updates

- Below are outlined each of the planned activities and an update on progress.

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| Planned Activity | Ensure that children and young people are at the heart of service development. We will ensure their voice is clear in all our work and that they influence and understand fully why decisions are made. | | |
| Intended Impact | What we provide meets the needs of children and their families and we to deliver a service that is sensitive to the views of our children and young people using a relationship-based approach to our work. | | |
| Director | Jen Salter | Main BP Link | Involved in decisions |
| Updates | <p>The Child and Youth Voice Team, established in 2021, are a dynamic team of care experienced staff. They have been successful in delivering an ambitious plan that promotes a strong participation culture. Regular updates are provided to the Committee by the team, with an annual report currently being finalised.</p> <p>18 Youth Consultants have been recruited to assist consultations, inspections, training, and interviews. A Young Persons Fostering Consultation Panel has been set up to support the recruitment of foster carers and help prepare applicants for fostering.</p> <p>We have increased the engagement of children in care in the Children in Care Council from 27 to 49 young people, and successfully embedded Mind of My Own app use, with Wiltshire being a top user nationally.</p> <p>The Wiltshire Youth Council began in March 2022 and consists of 40 youth councillors across 21 Wiltshire secondary schools.</p> | | |

Youth councillors work with cabinet members and provide a fresh perspective to aid decision making. They also work with area boards and convey information back to their schools. Both the youth council and wider Child and Youth Voice team regularly input into service development and policies. Communications to young people overall are regularly reviewed including using social media platforms such as TikTok and considering the ways young people want to receive their information, for example with more video content and direct messages to them.

As part of our Family Led Review, we have set up a Family Advisory Board (FAB) which is made up of parents who have experienced children's social care services. They have designed our Families and Children's Services Pledge as well as guidance for our families who are being supported through child protection planning. Our "ways of writing" has involved children's participation from the outset in terms of designing our dictionary of terms for practitioners to use, as well as to give feedback on what could help our practice; these two features have informed our ways of writing mandatory training and practice guidance. Our Family Voice Worker joined the team in February 2023 and a fuller update on this work will be provided as part of the teams Annual Report.

As a result of us listening to our young people, a new group for care experienced parents and their children aged 0-5 is being established, enabling a young parent to reach out to others, making use of one of our local Children's Centres:

This group is inspired by Youth Consultant and care experienced adult Annika (name changed):

"Hello, I'm Annika & I am 24 years old. I had my first child when I was 15 and I was in care. Because I was in care my child was automatically in care with me. I found becoming a mum extremely scary, frightening and I had no one around me that had children who had been in care. This is why I'd like to make this group, as a chance for all of us to get together in a nice calm happy environment, for your children to socialise and you to socialise. I'm really passionate about making this group happen, I know how incredibly difficult and stressful parenting can be. I'd like this group to be a breath of fresh air for all of us. I know [sic] have a daughter she is two and keeps me on my toes I think it's so important for you to know you're not alone and I have been exactly where you are; I hope to see you at the group."

This is a pilot project and if successful we will look to replicate the group in other parts of the county. The pilot project is being supported by our Apprentice Child & Youth Voice Assistant who is herself care experienced and has children.

The Child and Youth Voice Team are also involved in delivery of training, for example, our Domestic Abuse masterclasses held via our Teaching Partnership with Bournemouth University during

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| | <p>World Social Work Week this year, and our Ways of Writing. Our diversity workshop trainers ensure diversity and allyship in training and we work closely with our BAME Network.</p> <p>Voice in audit in 2023 shows that our practice is good or outstanding in 90% of the 365 lines of enquiry in 229 cases audited relating to children and young person voice; 22% were judged as outstanding and 68% were judged as good.</p> |
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| Planned Activity | Ensure that father's voices are fully heard and inform our planning. We will support fathers to build on their strengths and manage risks where these are present. |
| Intended Impact | Improve parenting capacity of vulnerable fathers and in turn reduce risk and improve outcomes for babies and very young children. |
| Director | Jen Salter Main BP Link Involved in decisions |
| Updates | <p>The 'Dad's Matter Too' multi agency project launched in January 2022. This project targets families in the West and South of the County, including our army garrisons of Tidworth, Bulford and Larkhill. The project focuses on the intensive engagement of, and intervention with fathers whose children are within statutory social care plans. This work sits within the governance and oversight of the Safeguarding and Vulnerable People's Partnership (SVPP) and reports directly into the Under 1s Steering Group.</p> <p>The project has been evaluated by our Academic Partner, The Institute of Public Care, Oxford Brookes University and is due for publication in June 2023. The findings evidence strong practice with father's and will inform further partnership service shaping.</p> <p>Our work with father's has also been commended in the recent review of the Support and Safeguarding Service, which is tabled to be shared with the committee in July 2023.</p> <p>"Holistic practice focusing on the child's safety engaging with parents, including both mothers and fathers".</p> <p>"Very strong evidence of effective worker engagement involving the whole family, consistently evidenced qualities of the early engagement work with families".</p> <p>Practice with father's is now business as usual, with them being included in practice to the same degree as mother's. This is well evidenced within our external review as cited above.</p> |

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| Planned Activity | Provide an Early Help offer that is uniformly strong. Families will get the right help at the right time from the most appropriate professionals. |
| Intended Impact | Families will get the right help at the right time from the most appropriate professionals reducing the need for statutory services. |
| Director | Jen Salter Main BP Link Best start in life |
| Updates | <p>The Families and Children’s Transformation (FACT) Programme was set up with our partners in early 2018 to deliver whole system transformational change. A few examples of achievements over this time have included:</p> <ul style="list-style-type: none"> • Launch of our Support (Family Keyworkers) and our Stronger Families Services. • Working with the University of Bedfordshire (now Durham) to pioneer a new approach to contextual safeguarding (a joint programme with the SVPP) – leading to a transitional safeguarding proof of concept trial and the development of a Creative Solutions Board for case discussions. • Significant progress in developing and rolling out a bespoke training model for Five to Thrive which also incorporates Trauma Informed awareness training. • Development of local pilots for a new approach to “integrated earliest support in communities”, co-produced with local communities. <p>Family Help is the main strand of this programme currently, the focus elements include:</p> <ul style="list-style-type: none"> • A consolidated online Family Help offer ‘Wiltshire Together’ • A recognisable partnership brand for Family Help • Creation and delivery of a Family Help workforce development framework • Development of a Family Help Outcomes Framework • Delivery of the government’s ambition for Family Hubs by April 2024 • A pilot in Westbury and Warminster to determine the future delivery model • Project evaluation partner appointed (IPC, Oxford Brookes University) <p>Our Family Help Partnership Approach to Prevention and Early Intervention Strategy 2022-27 has now been published to support this work.</p> <p>A separate paper in relation to Family Hubs is being presented to the Committee as cited above.</p> <p>Our Support Service is part of the Early Help offer, which has been subject to the evaluation by the IPC cited previously in this report. This evidences very strong outcomes being achieved as a result of this prevention offer, reducing statutory demand positively and outcomes from children. The full report will be presented to the Committee in July 2023.</p> |

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| Planned Activity | Work collaboratively with partners to ensure children have good access to CAMHS and mental health services. |
| Intended Impact | Children enjoy good mental health and thrive educationally and socially. |
| Director | Jen Salter Main BP Link Best start in life |
| Updates | <p>We directly commission a range of bespoke services to ensure children and young people can access mental health support provision; alongside the CAMHS contract.</p> <p>The CAMHS In-Reach service provides a specialist mental health, multi-disciplinary input to children open to social care, who present with complex psychosocial and systemic issues, within a consultation framework. This provides</p> <ol style="list-style-type: none"> 1) Shared understanding and formulation across agencies to wrap around the young person and their families/carers 2) Direct interventions for children, young people and their families presenting with complex trauma and attachment issues, where there is also a mental health or significant wellbeing need and who are open to Children's Services and 3) Provision of a Risk Support function (in line with i-Thrive model) where children, young people and their families may be unable to benefit from treatment but who remain a significant concern and risk, giving psychological input to the wider professional network. CAMHS staff are specifically trained to meet the needs of our children in care. It has been agreed that CAMHS will continue to work with young people post 18, whilst waiting for allocation within adult services to ensure support continues through transitions. <p>The overall rating given by children supported by the In Reach team was 4.8 out of 5, with 100% rating their experience as either Good or Very Good.</p> <p>An extensive review of the CAMHS contract, with proposals for recommissioning will be published in Autumn 2023.</p> <p>A local Emotional Wellbeing and Mental Health Strategy is being developed to shape future early help, emotional wellbeing and mental health services for children and young people in Wiltshire.</p> <p>We are also in the progress of recruiting emotional well-being workers for our care experienced young people.</p> |

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| Planned Activity | Ensure children and young people who cannot live at home are matched to the right carers be that with extended family, in foster care or with adopters. |
| Intended Impact | Children who are unable to remain living with their family benefit from in high quality placements close to home. |
| Director | Jen Salter Main BP Link Safe |

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| Updates | <p>A placement sufficiency and market development strategy has been produced which sets out plans from 2022 to 2026. This strategy explains how we will increase sufficiency of services within the county of Wiltshire, to enable more children to remain close to their families and communities. Commissioners are working with Independent Fostering Agencies to guarantee access to local Wiltshire based carers before other local authorities.</p> <p>The tender process for the contract to deliver an additional 12 residential places in Wiltshire, has now closed.</p> <p>In relation to young people over the age of 16, we are mobilising a supported accommodation contract which is providing 30 beds with 3 providers for Wiltshire young people with a range of needs. In addition, a new supported lodgings contract will be in place in 2023 and will provide a further 10 places.</p> <p>Our Step Forward from Residential Project continues to identify those young people ready to move from residential provision into a home setting. Work takes place with internal and external service providers to increase available provision to meet the needs of these children and young people.</p> <p>Staying Close is a model which provides an enhanced support package for young people leaving care from children's homes and is designed to be a comparable offer to the option to Stay Put, which supports young people in foster care to remain with their former foster carers until age 21. Staying Close provides an offer of move-on accommodation, alongside a package of practical and emotional support, provided by a member of staff from their former children's home or from someone who they know and trust. These bespoke packages of support help develop their confidence and skills for independent living, and for their emotional health and wellbeing. Following the successful application to the DfE for grant funding, we are delivering a Staying Close offer in Wiltshire.</p> |
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| Planned Activity | Through introduction of a Whole Life Pathway ensure that the transition between children and adult services is seamless and that young people receive the right level of support. |
| Intended Impact | Young people to live well and achieve within their community. |
| Director | Jen Salter Main BP Link Safe |
| Updates | <p>In line with the Operational Board recommendation, a twelve month extension to the Transitional Safeguarding project has been agreed by the FACT Executive Board. The Executive Board partners also agreed to jointly fund the project for the period to end March 2024.</p> <p>Priorities for Year 2</p> |

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| | <ol style="list-style-type: none"> 1. Commissioning of and access to mental health services. 2. Ensuring Early Intervention and Prevention activity is informed by learning from the project – to be integrated within the FACT Family Help project activity and led by the FACT Programme Lead. 3. Develop and test an enhanced approach to early planning for transition at age 18, a model has been developed and will be tested during Year 2 with a cohort of six young people that are already open cases to Emerald/SASS. 4. Establishing a system-wide outcomes and impact framework for Transitional Safeguarding – a range of indicators have been agreed and will be used to monitor impact on the refreshed cohort of young people within the project during Year 2. 5. Undertake regular systematic case review activity to provide insight into where further system development may be required. <p>An interim report will be provided to the FACT Executive Board during the Autumn 2023 period to inform plans for next steps at the project's conclusion at the end of March 2024.</p> <p>Decisions are also being confirmed in relation to how our internal children's and adults teams could be redesigned to support this area.</p> |
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| Planned Activity | Strengthen the training and development offer to our workforce ensuring they have the skills, knowledge and confidence to work highly effectively with families and children. |
| Intended Impact | Children and families benefit from working with a constant, knowledgeable and highly skilled lead professional |
| Director | Jen Salter Main BP Link The right skills |
| Updates | <p>Our workforce strategy priorities for 2020-2023 are:</p> <ul style="list-style-type: none"> • Wellbeing: we want a culture where you are valued and listened to with a manageable workload • Recruitment and retention: we want you to be part of an outstanding and stable workforce which delivers high quality services. We want you to be aspirational and to be committed to our children's services, to remain and develop your career here • Staff development: we want you to be confident and competent in your work with access to high quality learning and development and progression opportunities • Positive team culture: we want you to be well supported and participate in good quality supervision, thrive in a culture of positive praise, support and respectful challenge, and have your voice heard and visible in interactions and communication. <p>84% of our Social Workers are permanent. 91% of all posts filled utilising agency staff. 33% have been qualified up to 5 years, 43% up to 15 years and 25% 15-25+ years. Whilst we want all of our social workers to be permanent, this is a strong workforce</p> |

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| | <p>profile, particularly considering the current landscape of social work shortages.</p> <p>The quality of practice and thus workforce capability is well evidenced within our Self Assessment, shared with Ofsted at our Annual Conversation in November 2023, and ratified by the external review of the service by the IPC.</p> |
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| Planned Activity | Encourage our educational settings to strive for excellence in provision and achievement and use the best education establishments to help improve others |
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| Intended Impact | Pupils, including those who are vulnerable, can access high quality education provision and are well prepared for their next stage in life. |
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| Director | Helean Hughes | Main BP Link | Best start in life |
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| Updates | <p>Improved tracking of 16 and 17 year old participation resulted in an increase in those who are NEET. The Post 16 Skills and Participation team are providing individual support to the young people to enable them to engage in a positive destination.</p> <p>Measure: Participation tables. 16-17 NEET March 2022 – 2.2%, March 2023 – 2.9%. 16-17 ETE March 2022 – 92.5%, March 2023 – 91.6%.</p> <p>The Careers Hub is launching a project to work with parents of Electively Home Educated children which will ensure they receive the same quality of Careers information, advice and guidance as their peers.</p> <p>End of Reception performance data is above national. SEND gaps in the Reception, Year 1 phonics and Key Stage 1 results are less than National SEND gaps. Risks: Phonics results overall are below national. Disadvantaged gaps remain across Reception, Year 1, Key Stage 1 and Key Stage 2 and are greater than the disadvantaged gap nationally.</p> <p>At this stage, the KS4 data is incomplete and provisional so this information must be viewed with caution.</p> <p>GCSE Attainment 8 and results with basics pass with Grade 4 in English and Maths and Grade 8 in English and Maths has improved from the last set of reported data from 2019. The percentage of pupils achieving A* to A and A*- B has increased by 10% from the last published data set from 2019 Risks: There are risks with some individual school performance for GCSE and A Level that is showing results below National and the schools own performance of 2019</p> <p>Various training courses for reading, writing and maths have taken place this year blending virtual with face to face. The offers</p> |
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have been further developed this year with a focus on quality first teaching for all teachers in the primary phase in the core subjects. Support has also been targeted at identified schools to develop subject leadership and expertise in core subject areas. Schools have also received bespoke training and support as well as monitoring visits.

Training and support around the Foundation subjects has also been delivered as this is a key focus of the Ofsted Inspection process. This will be further developed in 2022-2023

The development of the Wiltshire Learning Alliance has seen greater systemwide collaboration. We have built on this structure to develop much greater school to school support. Schools with strong leadership and good capacity have provided a range of support to other schools. 11 schools have been identified as 'pupil premium Partner Schools' these schools deliver CPD and direct support to identified schools. Strong leaders have also been supporting schools through an 'executive headteacher model' this has been used to add capacity and support headteachers for fixed periods of time.

Three consultant head teachers were seconded last year; these heads have provided effective support for new headteachers, provided targeted intensive support for identified schools as well as developing a programme of Professional Development. They have also provided rapid support in schools when required. There is clear evidence of schools that have retained a secure Good Ofsted judgement or improved rapidly between inspections.

In the academic year 2022-2023 we have seen the percentage of students attending Good or Outstanding Schools as judged by Ofsted to be above the National average. Wiltshire has also seen an increase in the number of schools achieving a Good or Outstanding Ofsted judgement overall but this remains below National.

There are a range of examples of where we are using strong performing schools to support the others. We continue to work with the Regional Director's DfE team in brokering appropriate support to schools that have been judged requires improvement or are at risk of requires improvement. We have worked with a number of Trusts in the delivery of the Trust School Improvement Grant and have seen the impact of this on the ground in terms of increasing capacity at individual school level and/or an improvement in Ofsted judgements. Further, where there has not been Trust School Improvement Grant funding we have a track record of brokering effective school to school support with some strong examples of this taking place in the East of the County.

We have developed a group of Pupil Premium partner schools who provide system support to other schools, we also have Lead Inclusion Practitioners that have worked practically in schools

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| | <p>supporting pedagogy and best practice – our evidence is that this has increased capacity at individual school level. We have developed a system of Pupil Premium Networks with good uptake from across the Trust and maintained sector where best practice is shared, we have a parallel group for Resource Bases which are being accessed by all schools with a Resource Base. Our feedback on both these networks is exceptionally strong.</p> <p>Our New School Improvement Framework takes system support even further by the development of a mutually supportive hub structure and model for system improvement. This was launched formally on the 15 May and will be fully in place by September 2023. The Wiltshire Learning Alliance is also leading sector wide work in the two areas of leadership and governance alongside disadvantaged learners, we are seeing greater sector engagement in conferences, networks and events as a result.</p> |
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| Planned Activity | To provide high quality Early Years services from birth to 5 years | | |
| Intended Impact | That all children under the age of 5 years in Wiltshire will have access to the services that they require, high quality early education, specialist services, health and wellbeing. That all children aged 0-5 years are able to thrive in their early years' | | |
| Director | Helean Hughes | Main BP Link | Best start in life |
| Updates | <p>Support from the Local Government Association (LGA) on the creation and writing of the Early Years Strategy has been awarded. We are currently awaiting the final draft report with findings and recommendations based on the information provided by the teams. The feedback from internal and local partner and parent engagement sessions has also been included. The strategy will be drafted after this has been returned and shared.</p> <p>Additional funding was allocated by Cabinet (July 2021) to enable four new full time Early Years Inclusion Advisors (EYIAs) to be employed. This has resulted in an expansion of the EYIA role to provide an enhanced level of support for transition into school. Schools are able to access support for the first two terms when a child enters reception as well as access the EYIA training packages. This investment has also helped the team meet the increasing levels of demand: 495 referrals in 20/21 to 630 referrals in 21/22. This is a 27% increase in demand. To support this demand a further three temporary EYIA have been recruited on two year contracts to support and upskill settings which will reduce the current increasing demand on the service.</p> <p>Further support has been provided for the sector through the 'Dingley's Promise Early Years Inclusion project'. This is a 5 year project where all practitioners who work with Early Years children can access 10 online courses over the 5 years. The project has commenced. This programme will develop growing confidence in</p> | | |

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| | <p>the sector to support children with SEND in a mainstream setting. Through participation in the programme, the hours that our early years children are able to access their provision will increase and practitioners will be better equipped to meet their children's needs within a mainstream provision. As of April 23 we have 514 learners across Wiltshire accessing the courses.</p> <p>A further Five to Thrive (FTT) programme, including emotions coaching and further top up training for all of our 50 champions will be rolling out from the start of October 2022; all Early Years settings (PVI's) are being offered up to four spaces each and all childminders. Weekend and evening sessions are being offered to encourage uptake. We have had a further 308 practitioners engage on this roll out as well as the top up training for the 50 champions.</p> <p>97% of Early Years settings (Pre-schools and Nurseries) are either Good or Outstanding with 96% of childminders also being at this level. Work continues with those that fall into a category of requires improvement or inadequate to turn them back to at least good within either 12 or 6 months, respectively.</p> |
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| Planned Activity | Run a successful Healthy Schools programme |
| Intended Impact | Schools implement an effective whole school approach to health and wellbeing. |
| Director | Helean Hughes Main BP Link Best start in life |
| Updates | <p>The number of schools engaged in the programme has now increased to 129 (May 2023).</p> <p>60 schools hold current accreditation, from the local multagency quality assurance group, with more schools to accredit during late May and early June 2023.</p> <p>The first few schools have now been accredited with the new Young Carer Friendly Award, a partnership with Carer Support Wiltshire launched last September.</p> <p>The current focus of this service area is promoting a whole school approach to mental health.</p> <p>To date 186 Wiltshire schools have attended DfE assured training for Senior Mental Health Leads (132 of these have been trained by Wiltshire Council). This training has enabled these schools to start implementing a whole school approach to mental health and claim a national grant of £1,200. These schools are supported by an ongoing series of local network meetings.</p> <p>Schools are provided with an ongoing offer of Youth Mental Health First Aid training to raise awareness among all staff, which this year has also been extended to our Youth Councilors and</p> |

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| | Voluntary Sector organisations who work with young people aged 8-18. |
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| Planned Activity | Support Schools and education settings to develop their specific knowledge base and practice in meeting the needs of social care experienced children within an education setting. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------------------|--|-------------------|--------------------|--|-------------------|-------------------|------------|------|------|-----|----|----|----|----|----|-----|-----|-----|--|-------------------|-------------------|------------|-----|------|-----|----|----|----|----|----|-----|----|----|
| Intended Impact | Social care experienced children in Wiltshire will achieve their educational potential, creating opportunities for aspirational next steps in EET | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Director | Helean Hughes | Main BP Link | Best start in life | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Updates | <p>Attendance and exclusion tracking is in place - starting to see some impact.</p> <p>No Permanent Exclusions for children known to social care over the last year.</p> <p>Fixed Term Exclusions (FTE) - Total No.</p> <table border="1"> <thead> <tr> <th></th> <th>Sep '21 - Mar '22</th> <th>Sep '22 - Mar '23</th> </tr> </thead> <tbody> <tr> <td>All pupils</td> <td>1712</td> <td>3674</td> </tr> <tr> <td>CLA</td> <td>58</td> <td>93</td> </tr> <tr> <td>CP</td> <td>27</td> <td>76</td> </tr> <tr> <td>CIN</td> <td>109</td> <td>230</td> </tr> </tbody> </table> <p>Fixed Term Exclusions (FTE) - No. Children with at least one</p> <table border="1"> <thead> <tr> <th></th> <th>Sep '21 - Mar '22</th> <th>Sep '22 - Mar '23</th> </tr> </thead> <tbody> <tr> <td>All pupils</td> <td>990</td> <td>1631</td> </tr> <tr> <td>CLA</td> <td>22</td> <td>32</td> </tr> <tr> <td>CP</td> <td>12</td> <td>25</td> </tr> <tr> <td>CIN</td> <td>59</td> <td>88</td> </tr> </tbody> </table> <p>Census data shows a small increase in the number of children open to social care with FTEs during period Sep 21 – Mar 22 when compared to Sep 20 – Mar 21. However, Sep 20 – Mar 21 included a period of lockdown between January and March, resulting in lower FTE numbers, so caution should be exercised when using this data for comparison. There have been no permanent exclusions of children with a social worker in the last 12 months and no permanent exclusions of CLA in the last 3 years.</p> <p>Extended the work of virtual schools. The council has been delivering a non-statutory duty to promote the education of all children with a social worker, since September 2021. Delivery of this priority is located within the extended duties of the virtual school and the implementation plan has been presented to CSC in Spring 2022. Section 31 grant funding has been confirmed by DfE to enable service delivery for Year 2, with developments in improving attendance of children with a social worker and progression of shared understanding of educational neglect within safeguarding practice.</p> | | | | Sep '21 - Mar '22 | Sep '22 - Mar '23 | All pupils | 1712 | 3674 | CLA | 58 | 93 | CP | 27 | 76 | CIN | 109 | 230 | | Sep '21 - Mar '22 | Sep '22 - Mar '23 | All pupils | 990 | 1631 | CLA | 22 | 32 | CP | 12 | 25 | CIN | 59 | 88 |
| | Sep '21 - Mar '22 | Sep '22 - Mar '23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CP | 27 | 76 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CLA | 22 | 32 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CP | 12 | 25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CIN | 59 | 88 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| | <p>Secured Section 31 Grant for another year.</p> <p>Risk: The late confirmation of funding. Funding for financial year 2022-23 was confirmed by DfE on 30th June 2022, with no commitment known from April 2023 onwards.</p> |
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| Planned Activity | Support schools in realising the full potential of their children, including those from disadvantaged groups who are at risk of educational underachievement. |
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| Intended Impact | Children in Wiltshire will achieve their educational potential, creating opportunities for aspirational next steps in EET |
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| Director | Helean Hughes | Main BP Link | Best start in life |
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| Updates | <p>Significant activity has taken place in relation to disadvantaged learners. Pupil Premium partner schools have provided practical support, guidance and resource to the system and the programme is expanding to include more schools in the next academic year. The partner schools cross both the LA maintained and MAT sector and have strong examples of best practice. Linked with this is the role of Lead Inclusion Practitioners who have increasingly provided ground-based school to school support to schools identified as in need of support.</p> <p>The Disadvantaged Learners network is well attended with schools from the Primary and Secondary sector attending including those that are maintained and those that are academies. There are opportunities through the network to share best practice and focus on pedagogical principles.</p> <p>The work of the Wiltshire Learning Alliance is dovetailing with the disadvantaged learner-based opportunities developed by the Local Authority. The involvement of the WLA has supported greater levels of MAT engagement in both the networks and should increase representation in terms of Pupil Premium Partner Schools.</p> <p>Disadvantaged Learners is always a priority agenda item for Heads and Governors briefings, and we have had input from different personnel to highlight existing and future workflow. We have already seen a good level of uptake for an Autumn Term 2023 which will launch the Affordable Schools Strategy, this looks much more broadly at disadvantaged learners not just in a school but the wider societal context.</p> <p>Maintained schools continue to receive disadvantaged learners' evaluations and audits from school improvement advisors.</p> |
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| | <p>More widely, the attendance of Pupil Premium students is a focus for all termly attendance meetings which are seeing an increase in terms of participating schools from across the Local Authority.</p> <p>The Inclusion toolkit that has been developed for schools has received positive feedback and can support not just those with SEND but more widely. The feedback has been gathered from various networks including SEND and Heads representative groups at Primary and Secondary level.</p> |
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| Planned Activity | Deliver the priorities in the SEND and Inclusion strategy by 2023 to support learners with SEND and their families in Wiltshire. | | |
| Intended Impact | <p>Learners with SEND and their families are well supported in Wiltshire, through the delivery of our SEND and Inclusion strategy.</p> <p>All children and young people with SEND and their families will have a voice that is heard.</p> | | |
| Director | Helean Hughes | Main BP Link | The right skills |
| Updates | <p>May 2023</p> <p>The POET surveys have been launched for the second time in May 2023. On this occasion, views are being sought from young people, parent carers and practitioners where young people's are supported through either SEND Support or an EHCP. Information from these will be used to inform and develop our work.</p> <p>The development of new education provision has remained a key focus this year, reflecting priority 4 of the SEND and Inclusion Strategy. New resource base provision has been developed in partnership with two Wiltshire secondary schools and this will be available for learners with EHCPs in the academic year 2023/24. We will be continuing this area of development and hope to add additional secondary Resource Base places to our SEND provision over the next year. The new special school in the South of Wiltshire will open in September 2023 and in its new accomodation early in 2024. This school, SAIL, will provide places for learners with ASD and/or SEMH needs. The new Silverwood build at Rowde will be completed in the academic year 2023/24 and will provide further capacity for SEND learners in a state of the art facility. The sites in Trowbridge and Chippenham will be retained for primary aged learners.</p> <p>There has been a continued emphasis this year upon the delivery of timely Education, Health and Care Needs Assessments (EHCNA) alongside the ongoing development of processes and</p> | | |

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| | <p>paperwork associated with this statutory process. At present, work is being undertaken with WPCC and with young people to update information sharing templates for the process of Annual Review. Timeliness of initial assessments is improving in 2023 but continues to be an area of significant challenge.</p> <p>A new SEND, Inclusion and Alternative Provision Strategy will be developed in the academic year 2023/24. An extension of a year to the current strategy was agreed in January 2023. Initial information sharing and engagement has commenced in partnership with WPCC and this will continue over the coming months.</p> |
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| Planned Activity | Replace maintained schools' time-expired temporary buildings with new accommodation. | | |
| Intended Impact | Provision of new fit for purpose accommodation would enable schools to deliver the national curriculum in safe and stimulating environments, thereby raising educational standards. These old blocks have high running costs and with poor insulation and vent | | |
| Director | Helean Hughes | Main BP Link | The right skills |
| Updates | <p>£12m of Council capital funding has been secured to enable an increased programme of mobile replacements over the next 5 years.</p> <p>Holbrook: replacing six classrooms, build commenced on site summer 2022 now nearing completion. Mobiles will then be demolished.</p> <p>Replacement classroom at Studley Green, build to commence on site summer 2023.</p> <p>Three mobiles at Grove Primary School have been identified as requiring urgent replacement. Design team have been appointed ready for start on site in 2024.</p> <p>All mobiles in VC and C schools are being visited by a surveyor to assess condition and enable prioritisation of further schemes over the next few years.</p> | | |

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| Planned Activity | Implement a school places strategy creating a good match between supply and demand for places. | | |
| Intended Impact | The strategy is intended to help key stakeholders understand what school places are needed in Wiltshire, now, and in the future, and how they will be provided. | | |
| Director | Helean Hughes | Main BP Link | The right skills |
| Updates | The draft School Places Strategy was placed on the Council's website and sent for consultation to all schools, Academy Trusts, Diocese, Members and Town and Parish Councils in early March 2023. Following the views received, some amendments have | | |

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| | <p>been made and the final version of the Strategy will be received by Children's Select Committee in June 2023, followed by Cabinet in September 2023 for adoption.</p> <p>Those getting one of their top three school preferences is high and above the national average at both primary and secondary level. This year's Secondary School application results: 95% of parents were offered a place at their first preference school for their child. 98.4% of parents were offered a place at one of their three preferred secondary schools.</p> <p>This years Primary School applications: 99% of Wiltshire families were offered one of their three primary school preferences for this September with 96% offered their first preference.</p> |
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| Planned Activity | Acting as a broker between schools, colleges and businesses to increase opportunities for young people. |
| Intended Impact | Young people are making informed decisions about their futures and data shows an increase in technical and vocational destinations |
| Director | Helean Hughes Main BP Link The right skills |
| Updates | <p>Skills Bill has extended the duty to provide high quality careers guidance to young people from year 7, ensuring all pupils have access to information on technical and vocational destinations.</p> <p>Funding for the service continues but will look different for 2023-2024 in terms of reach but broadly the offer can remain in place for the next academic year for schools in Wiltshire and Swindon. The offer is likely to extend to a small group of Primary Schools next year aligned with a MAT where early careers frameworks will be developed.</p> <p>Gatsby Benchmark: 'Performing in the 1st quartile nationally in 6 of the 8 areas</p> <p>Engagement with the Careers Hub is strong from across the maintained and academy sector.</p> |

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| Planned Activity | Work with Further Education providers to address the skills gaps that exist in supporting some of our industries. |
| Intended Impact | Wiltshire's workforce has the right skills |
| Director | Helean Hughes Main BP Link The right skills |
| Updates | <p>Building Bridges Grant has been finalised and sent to Community First to continue this work moving forwards.</p> <p>Multiply continues to embed and extend reach with the team now fully in place, Multiply will be overseen by the UKSPF local partnership group as well.</p> |

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| | <p>Tackling NEETHood project introduced to E&S managers and this is now being cascaded to schools. Scheduled training session to book via GROW for all staff working with young people and families council wide. NEETHood project to be shared through Heads, Inclusion and Careers Leads meetings.</p> <p>Council officers are liaising with Business West to highlight the need for more explicit reference to Green Skills. A Green Skills action plan is being developed with the LEP, this will contain area targets. The next update will report against these.</p> <p>Skills Bootcamps have been discussed with the college with the forthcoming opportunity to apply for Early Years Bootcamps, the College have registered. This follows Working closely with Gloucester University to ensure digital bootcamp is accessible for Wiltshire residents at the Business Cyber Centre.</p> <p>SWLEP task group and response to government questionnaire has been submitted.</p> |
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| Planned Activity | Work with key stakeholders to promote T-Levels and other vocational progression routes to improve outcomes for disadvantaged groups |
| Intended Impact | Improved destination outcomes for disadvantaged young people |
| Director | Helean Hughes Main BP Link The right skills |
| Updates | <p>14 institutions in Wiltshire have been identified a requiring additional support and are receiving 1to1 bespoke guidance by Careers Hub team to improve careers programmes.</p> <p>Careers Leaders have access to regular masterclass workshops and newsletters to support the development of their professional practice and careers programmes.</p> <p>20,000+ young people attended 3 Jobs Live Broadcasts: 'Your Choices' 'Amazing Apprenticeships' and 'Work of Work Fest' in 2022/2023.</p> <p>Targeted schools provided with a range of bespoke experience of the workplace activities in relation to disadvantaged.</p> <p>Development of a SEND and disadvantaged specific virtual experiences of the workplace package, in partnership with NHS.</p> <p>Development of a S&W LMI Platform for SEND/Disadvantaged young people: Swindon and Wiltshire – Your Futures</p> <p>Apprenticeship campaign has taken place.</p> <p>Supporting Kingdown School through the Careers Hub. They had Enterprise Coordinator support to develop their programme and received a funded employer encounter. They are also planning to</p> |

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| | <p>launch T-Level in Catering and Hospitality, next year 2023/2024 and are currently delivering a Health and Social Care BTEC.</p> <p>Skills Bootcamps have been discussed with the college with the forthcoming opportunity to apply for Early Years Bootcamps, the College have registered. This follows Working closely with Gloucester University to ensure digital bootcamp is accessible for Wiltshire residents at the Business Cyber Centre.</p> <p>Performance data is not yet available, the government will publish this.</p> |
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| Planned Activity | Maximise the use of external funding to support disadvantaged residents to improve their confidence, knowledge and skills and champion the creation of opportunities for young people, through partnership working with key stakeholders. | | | | | | | | | |
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| Intended Impact | Reduced levels of worklessness | | | | | | | | | |
| Director | Helean Hughes Main BP Link The right skills | | | | | | | | | |
| Updates | <p>Care leavers NEET Panel - cross departmental.</p> <p>Stay Close Education Employment Adviser role introduced in April 2023.</p> <p>Care leavers in EET (Ofsted Calc)</p> <table border="1"> <thead> <tr> <th>Age</th> <th>End Q4 20/21</th> <th>End Q4 22/23</th> </tr> </thead> <tbody> <tr> <td>17-18</td> <td>61%</td> <td>65%</td> </tr> <tr> <td>19-21</td> <td>54%</td> <td>55%</td> </tr> </tbody> </table> <p>January 2022 Ofsted – care leavers focused visit highlighted the significant number of care leavers now attending further or higher education. Ofsted recognition of a strong focus on education, employment and training in care leavers’ pathway plans.</p> <p>FUEL Programme pilot for parents began in summer 2022. Although low uptake initially, feedback was very positive and has delivered long term benefits. Partnership ongoing alongside Christmas and Easter FUEL camps, with some parents/carers progressing onto courses to develop skills for work. Plans ongoing for summer partnership.</p> <p>Support for Ukrainian families to access ESOL courses to enable them to find work.</p> <ul style="list-style-type: none"> • 162 learners accessed FaCL ESOL to date • 587 now in work <p>Refreshed offer for Family Community Learning developed in collaboration with other Council services with an annual schedule in place.</p> | Age | End Q4 20/21 | End Q4 22/23 | 17-18 | 61% | 65% | 19-21 | 54% | 55% |
| Age | End Q4 20/21 | End Q4 22/23 | | | | | | | | |
| 17-18 | 61% | 65% | | | | | | | | |
| 19-21 | 54% | 55% | | | | | | | | |

Successful investment plan for Multiply, rolling out September 2022 to provide Maths courses for adults aged 19+.

Family Community Learning KPIs – snapshot below shows year to date data (August 2022-April 2023)

Pilot project with targeted schools currently underway to engage families with intergenerational learning with the aim to increase parental engagement with school and increase family learning enrolments for pupil premium/FSM families.

| Key Performance Indicators: 2022/2023 | Target (Number) | Ytd (Number) |
|---------------------------------------|-----------------|--------------|
| Responsiveness to Learners | | |
| Total enrolments | 1100 | 498 |
| Total community enrolments | 550 | 407 |
| Total family enrolments | 550 | 91 |
| Total learners | 500 | 323 |
| Total community learners | 250 | 267 |
| Total family learners | 250 | 60 |
| Total referrals | 700 | 435 |
| Total family referrals | 350 | 113 |
| Total community referrals | 350 | 322 |
| Total withdrawals | - | 15 |

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| Planned Activity | Reduce the incidence of NEET and enable every young person to find their best next step | | |
| Intended Impact | Improved destination outcomes for disadvantaged young people | | |
| Director | Helean Hughes | Main BP Link | The right skills |
| Updates | <p>Improved tracking with all teams using one system, this has led to an increase in NEET as we reduce the unknowns.</p> <p>New risk of NEET offer introduced in January 2023 to 10 schools with positive engagement from schools and Year 11 pupils.</p> <p>Annual Summer Risk of NEET offer to all Wiltshire Schools for their Year 11 students. Last year 76% of 138 young people were supported into EET.</p> <p>Wiltshire now comfortably occupying the top of the third quintile (was in the fifth).</p> <p>16-17 NEET & Unknown March 2023 – Wiltshire 3.8%, England 4.8% and South West 5.7%</p> <p>16-17 EET March 2023 – Wiltshire 91.6%, England 92.3% and South West 90.5%.</p> <p>Lack of NEET provision case presented to the DfE, to support growth in re-engagement provision for 16-17 year olds. DfE in final stages of completing their assessment, after which if a gap is found a procurement process will be started. Work with local FE in the development of programmes that can meet the needs of the cohort.</p> <p>September Guarantee 2022, Wiltshire 95.1%, England 94.5%, South West 93.3%. Represents a huge effort to secure offers for</p> | | |

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| | <p>young people and identify those who the LA has a statutory duty to support.</p> <p>Work with Bath University with their research into NEETHood; learning and sharing findings, understanding the complexity and toolkits for change.</p> <p>Sharing the local offer on Work Wiltshire and in March there were 8k visitors to the website, with 1.5k of those to the Young Work Wiltshire pages.</p> |
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| Planned Activity | Provide professional traded services to improve school attendance, achievement, teaching quality and operationally support safe, secure, and financially sound school environments across the County. |
| Intended Impact | Wiltshire offers quality education opportunities for everyone in well managed and supported education sites. |
| Director | Helean Hughes Main BP Link The right skills |
| Updates | <p>Good engagement with schools around delivery and development of services.</p> <p>100 plus schools attending the School Business Manager events- 6 times a year.</p> <p>Active users of Right Choice have increased by 15%</p> <p>Social media now reaches Facebook, Twitter and LinkedIn</p> <p>Training feedback on quality and content is regarded as very good to excellent by delegates. Income levels for training are exceeding pre-pandemic levels.</p> <p>Feedback from users of Right Choice continues to improve year-on-year</p> <p>Indicators for traded income show returning back to pre-pandemic levels</p> <p>Traded services income for 21/22 is £4,301,669, up from 20/21 of £4,135,854. The designated period for 19/20 was £4,377,831 pre-pandemic. Forecast for 2022/23 is showing an increase on 2021/22 figures. Full position won't be fully known till August 2023.</p> |

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| Planned Activity | Safeguarding: Support schools and settings to reduce risks to vulnerable pupils by developing early help practices and multiagency support and therefore enabling these pupils to realise their potential and safely access EET. |
| Intended Impact | Reduced levels of referrals into Children's Social Care. Higher conversion rate of MASH referrals to ESA. Risk reduced |

| | for children and families with a reduction of families at CiN and CP. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Director | Helean Hughes | Main BP Link | The right skills | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Updates | <p>Association Education Committee pilot improving outcomes for vulnerable learners.</p> <p>Alternative Provision inclusion plan for primaries being co-produced.</p> <p>Link to Family Help pilot</p> <p>Contacts have increased from schools over the last 4 years however this is against a backdrop of rising contacts from all sources. Generally, the percentage of contacts from schools converting to either a social care referral, support assessment or Early Support Assessment (ESA) remains relatively consistent (52%-59%) however there has been a considerable change in which service these contacts end up receiving with a much greater proportion now receiving ESA than pre pandemic and far less receiving a social care referral.</p> <p>Contacts received from School/Education Settings</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th rowspan="2">Contacts</th> <th colspan="3">Contact conversion rates</th> </tr> <tr> <th>Referral %</th> <th>Support %</th> <th>ESA %</th> </tr> </thead> <tbody> <tr> <td>19/20</td> <td>3297</td> <td>26%</td> <td>18%</td> <td>9%</td> </tr> <tr> <td>20/21</td> <td>2429</td> <td>19%</td> <td>20%</td> <td>14%</td> </tr> <tr> <td>21/22</td> <td>3899</td> <td>21%</td> <td>18%</td> <td>20%</td> </tr> <tr> <td>22/23</td> <td>4614</td> <td>16%</td> <td>18%</td> <td>17%</td> </tr> </tbody> </table> | | | | Contacts | Contact conversion rates | | | Referral % | Support % | ESA % | 19/20 | 3297 | 26% | 18% | 9% | 20/21 | 2429 | 19% | 20% | 14% | 21/22 | 3899 | 21% | 18% | 20% | 22/23 | 4614 | 16% | 18% | 17% |
| | Contacts | Contact conversion rates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Referral % | Support % | ESA % | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 19/20 | 3297 | 26% | 18% | 9% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20/21 | 2429 | 19% | 20% | 14% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 21/22 | 3899 | 21% | 18% | 20% | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 22/23 | 4614 | 16% | 18% | 17% | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Planned Activity | <p>Ensure all service areas within the People directorate have equal access to robust, accurate, timely and useful performance data, management reports and ad hoc analyses (e.g. demand modelling) – and they are supported to have high support/high challenge conversations - to inform their service development and effective delivery.</p> <p>Ensure management and leadership have appropriate aggregated performance reports to support oversight and scrutiny including on partnership activity (regional and with ICB)</p> | | |
| Intended Impact | Informs service development and effective delivery which enables improving outcomes for vulnerable people | | |
| Director | Tamsin Stone (HOS) | Main BP Link | Decisions are evidence-based |
| Updates | Clearly defined structure of performance management forums for regular and robust scrutiny and challenge. | | |

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| | <p>Capitalised on integrated Liquid Logic IT platform to deliver a hugely expanded suite of management reporting tools - providing greater visibility to managers in real time across Social Care, Early Help, SEND, Education, Youth Offending and Young People Services, Commissioning, etc.</p> <p>As at Sept-20 = 72 performance reports available to managers As at Sept-22 = 263 performance reports available to staff (85% are run daily, 15% are run monthly).</p> |
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| Planned Activity | Drive inspection readiness across People Services and prepare for new national performance and outcomes frameworks | | |
| Intended Impact | Capacity and capability at all levels of services to robustly deliver improved scrutiny and performance management via quality assurance processes | | |
| Director | Tamsin Stone (HOS) | Main BP Link | Healthy organisation |
| Updates | <p>Very positive Ofsted Focused Visit of Care Leavers Jan-22</p> <p>Currently preparing Children's Social Care Self-Assessment and for Social Care and Education Annual Conversation.</p> <p>Recruiting to new interim roles to provide additional capacity to support the introduction of new approach to SEND inspections in early 2023.</p> <p>Inspection readiness planning and activities well underway.</p> | | |

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| Planned Activity | Develop, deliver and/or improve an outcomes-based approach to quality assurance and practice learning in People Services – with an effective audit tracking framework to evidence impact | | |
| Intended Impact | Improved knowledge and oversight of the quality of our service provision and quick identification of opportunities for further practice and service development | | |
| Director | Tamsin Stone (HOS) | Main BP Link | Healthy organisation |
| Updates | <p>Expanded audit and QA activity in both Families and Children's and SEND services.</p> <p>New IT-based Social Care audit activity tool built and launched Summer 22 with staff - increasing visibility, planning and scrutiny of audit activity and outcomes achieved.</p> | | |

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| Planned Activity | Identify services within the People directorate with no (or limited) workflow management tools; scope requirements, secure funding/investment and source and implement solutions. | | |
| Intended Impact | Ensures systems are in place to support fast, efficient and productive workflow across all teams – releasing capacity for more value added activities and enabling greater management oversight | | |

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| Director | Tamsin Stone (HOS) | Main BP Link | Healthy organisation |
| Updates | <p>Initial discussion with Directors and the new leadership within Corporate ICT has taken place. Joint approach to scoping and identifying agreed and will link with Transformation agendas.</p> <p>14 workflow solutions have been delivered by Children's Liquid Logic Systems Team in the last 3 months with no additional resource or investment required.</p> | | |

Safeguarding Implications

10. A number of the planned activities have a direct impact on the Council's ability to provide safeguarding services.

Public Health Implications

11. Public Health implications only arise if changes to the planned activity are made.

Procurement Implications

12. Procurement implications only arise if changes to the planned activity are made.

Equalities Impact of the Proposal

13. All planned activity is given due care and attention to issues of equality and impact. An Equality Impact Assessment was completed for the Business Plan as a whole.

Environmental and Climate Change Considerations

14. A number of the planned activities have an impact on the Council's ability to impact environmental and climate change.

Workforce Implications

15. Workforce implications only arise if changes to the planned activity are made.

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

16. If there is a decision to change the planned activity of either directorate the risk implication would be taken into consideration when altering the plan and the risk service-based risk registers updated during the normal quarterly update cycle.

Financial Implications

17. Any change to planned activity would have to be discussed with the Finance Team to ensure it could be met within the current budgetary envelope or planned budget development.

Legal Implications

18. The legal implications of any change to planned activity, particularly any change to the delivery of statutory services, would have to be carefully considered and a decision made only when informed by the correct legal opinion.

Proposals

19. The Committee is asked to note the update and make use of the information contained to help focus future deep scrutiny activity.

Helean Hughes, Director of Education and Skills
Jen Salter, Director of Families and Children

May 2023

Background Papers

[Wiltshire Council's Business Plan 2022-2032](#)