Wiltshire Council

Where everybody matters

AGENDA

Meeting:	**Cabinet**
Place:	**The Kennet Room - County Hall, Trowbridge BA14 8JN**
Date:	**Monday 3 July 2017**
Time:	**9.30 am**

Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic Services, County Hall, Trowbridge, direct line 01225 718024 or email Yamina.Rhouati@wiltshire.gov.uk

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

All public reports referred to on this agenda are available on the Council's website at www.wiltshire.gov.uk

Membership:

Cllr Baroness Scott of Bybrook OBE	Leader of Council
Cllr John Thomson	Deputy Leader, and Cabinet Member for Communications, Communities, Leisure and Libraries
Cllr Chuck Berry	Cabinet Member for Economic Development and Housing
Cllr Richard Clewer	Cabinet Member for Corporate Services, Heritage, Arts and Tourism
Cllr Laura Mayes	Cabinet Member for Children, Education and Skills
Cllr Toby Sturgis	Cabinet Member for Planning and Strategic Asset Management
Cllr Bridget Wayman	Cabinet Member for Highways, Transport and Waste
Cllr Philip Whitehead	Cabinet Member for Finance, Procurement, IT and Operational Assets
Cllr Jerry Wickham	Cabinet Member for Adult Social Care, Public Health and Public Protection

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Public Participation

Please see the agenda list on following pages for details of deadlines for submission of questions and statements for this meeting.

The full constitution can be found at this link. Cabinet Procedure rules are found at Part 6.

For assistance on these and other matters please contact the officer named above for details

Part I

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

<u>Key Decisions</u>   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 - 18)*

To confirm and sign the minutes of the Cabinet meeting held on 20 June 2017, previously circulated.

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 Yamina Rhouati of Democratic Services by 12.00 noon on Tuesday 27 June 2017. Anyone wishing to ask a question or make a statement should contact the officer named above.

6   **Children's Services Integration Project** *(Pages 19 - 40)*

⚷ Report by the Corporate Director, Carolyn Godfrey.

7   **Adoption Agency Annual Update 2017** *(Pages 41 - 60)*

Report by the Corporate Director, Carolyn Godfrey.

8   **Wiltshire Council CSE Action Plan Update** *(Pages 61 - 68)*

Report by the Corporate Director, Carolyn Godfrey.

9   **Draft Business Plan** *(Pages 69 - 90)*

　　🔑 Report by the Corporate Directors, Carolyn Godfrey and Dr Carlton Brand.

10 **People Strategy** *(Pages 91 - 106)*

　　🔑 Report by the Corporate Director, Dr Carlton Brand.

11 **Digital Strategy** *(Pages 107 - 138)*

　　🔑 Report by the Corporate Director, Dr Carlton Brand.

12 **Consultancy - Neutral Vendor Service** *(Pages 139 - 150)*

　　🔑 Report by the Corporate Director, Dr Carlton Brand.

13 **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

Our vision is to create stronger and more resilient communities. Our priorities are: To protect those who are most vulnerable; to boost the local economy - creating and safeguarding jobs; and to support and empower communities to do more themselves.

Wiltshire Council
Where everybody matters

CABINET

DRAFT MINUTES OF THE CABINET MEETING HELD ON 20 JUNE 2017 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Baroness Scott of Bybrook OBE (Chairman), Cllr John Thomson (Vice Chairman), Cllr Chuck Berry, Cllr Richard Clewer, Cllr Laura Mayes, Cllr Toby Sturgis, Cllr Bridget Wayman, Cllr Philip Whitehead and Cllr Jerry Wickham

Also Present:

Cllr Clare Cape, Cllr Ernie Clark, Cllr Andrew Davis, Cllr Richard Gamble, Cllr Gavin Grant, Cllr Darren Henry, Cllr Alan Hill, Cllr Atiqul Hoque, Cllr Jon Hubbard, Cllr Chris Hurst, Cllr David Jenkins, Cllr Bob Jones MBE, Cllr Gordon King, Cllr Edward Kirk, Cllr Brian Mathew, Cllr Steve Oldrieve, Cllr Stewart Palmen, Cllr Horace Prickett, Cllr Jonathon Seed, Cllr John Smale, Cllr Hayley Spencer, Cllr Roy While, Cllr Graham Wright and Cllr Ian Thorn

69 Apologies

There were no apologies received as all members of Cabinet were present.

70 Minutes of the Previous Meeting

The minutes of the meeting held on 23 May 2017 were presented.

Resolved

To approve as a correct record and sign the minutes of the meeting held on 23 May 2017.

71 Declarations of Interest

There were no declarations of interest.

72 Leader's Announcements

The Leader drew attention to the sad news of the death of two soldiers based in Wiltshire: Corporals Matthew Hatfield and Darren Neilson. The Leader stated that she would be writing to their families to offer condolence.

The Leader also mentioned the recent tragic events in the Finsbury and Kensington & Chelsea areas of London. She mentioned that the Council would be offering support as appropriate. At the invitation of the Leader the Cabinet Members for Public Protection and Housing, respectively, outlined the steps already taken and those to be taken in response to the events in London.

The Leader announced that, due to the significant public interest shown, the item on the Wiltshire Housing Site Allocation Plan would be brought forward on the agenda.

73   **Public Participation and Questions from Councillors**

Public participation in relation to the Housing Sites item is recorded under than minute.

74   **Performance Management and Risk Outturn Report: Q4 2016/17**

Councillor Philip Whitehead presented the report which provided an update on the progress against the stated aims in the council's Business Plan. It included measures and activities reported on the Citizens' Dashboard and other key measures, as well as the latest version of the council's strategic risk register. The report covered the period January to March 2017.

Issues highlighted in the course of the presentation and discussion included: how the links between the risk register and the nascent business plan could be made clearer; the positive employment rate for the council; how identifying risks should be seen as positive thing; how to account for risks, such as pandemic flu, that are hard to mitigate against; how best to monitor the use of libraries as their pattern of use changes and diversifies; that further investigation would be needed to establish the course of increased reporting of streetscene issues; how the use of area board grants is monitored; that question on the appropriate use of crime statistics should be directed through the Police and Crime Panel; how the risk register is reviewed and updated.

In response to issues raised, Councillor Wickham stated that he would respond in writing as to how may parishes had produced emergency plans and would consider how best to address the issues of data protection in sharing information about vulnerable people.

In response to a issues raised, Councillor Toby Sturgis stated that he would respond in writing with regard to how carbon reduction is taken into account in the risk register; and to provide further figures regarding the cost of planning appeals.

Resolved

To note updates and outturns:

1. **Against the measures and activities ascribed against the council's key Outcomes; and**

2. To the strategic risk register.

Reason for Decision:

The performance framework compiles and monitors outturns in relation to the outcomes laid out in Wiltshire Council's Business Plan. The framework is distilled from individual services' delivery plans. In doing so, it captures the main focus of activities of the council against each outcome.

The strategic risk register captures and monitors significant risks facing the council: in relation to significant in-service risks facing individual areas, in managing its business across the authority generally and in assuring our preparedness should a national risk event occur.

75   **Draft Statement of Accounts and Revenue Outturn 2016/17**

Councillor Philip Whitehead presented the report which advised Cabinet of the (unaudited) General Revenue Fund and Housing Revenue Account outturn positions for financial year 2016/2017, as well as the position for the Collection Fund and Reserves. In addition, the report provided Cabinet with oversight of the unaudited Statement of Accounts, including the narrative report.

Issues highlighted in the course of the presentation and discussion included: that a small underspend had been achieved; that the format of the accounts had changed to make them more readable; the actions that had been undertaken throughout the year to address any overspends.

In response to a question from Councillor Ian Thorn, Councillor Philip Whitehead stated that given the size and complexity of the finances and business of a large authority, an overspend of 1% of the total was within expectations.

In response to question on the Housing Revenue Account, it was stated that the changes were largely due to better than predicted income collection, and that there were plans to invest in and expand social housing for residents.

In response to a question from Councillor Gavin Grant regarding the reduction in Waste and Recycling, Councillor Bridget Wayman stated that she would investigate and provide a written response.

Resolved

To note:

a) **The report showing an outturn for the General Revenue Fund and HRA, subject to external audit, of an underspend of £0.328 million and an underspend of £1.716 million, GRF and HRA respectively. Cabinet should note appropriate transfers to the General Revenue Fund and**

Earmarked reserves as set out in Sections 22-25 of this report, and return to HRA reserves; and

b) The unaudited Statement of Accounts for 2016/2017.

Reason for Decision:

As part of its role in ensuring sound financial management and financial soundness, Cabinet are required to assess and approve the final revenue outturns for 2016/2017 and assess any impact on the longer term financial standing of the Authority.

76   **Annual Governance Statement 2016/17**

Councillor Philip Whitehead presented the report which asked Cabinet to consider a draft Annual Governance Statement for 2016/17 for comment before final approval is sought from the Audit Committee on 26 July 2016.

Resolved

a. **to consider the draft AGS as set out in Appendix 1 and make any comments or changes as they see fit;**

b. **To note that the draft AGS will be revised in the light of any comments by Cabinet before final approval by the Audit Committee and publication with the Statement of Accounts at the end of July 2016.**

Reason for Decision:

To prepare the AGS 2016/17 for publication in accordance with the requirements of the Audit and Accounts Regulations.

77   **Capital Monitoring Outturn 2016/2017**

Councillor Philip Whitehead presented the report which informed Cabinet on the final position of the 2016/2017 capital programme, including highlighting budget changes.

In response to a question from Councillor Ian Thorn, the s151 officer stated that he would give a written response as to the reasons behind the reprogramming of the capital budget, and would address, through the Financial Planning Task Group the issue of carbon reduction.

In response to a question from Councillor Tony Jackson, the s151 officer state that, with the exception of the CCTV scheme, all Community Asset Transfers had a cost neutral impact on the capital accounts.

Resolved

1. **To note the budget movements undertaken to the capital programme shown in appendices A and B and the final outturn position of the capital programme 2016/2017 shown in appendix A.**

2. **To also note the reprogramming of £5.018 million between 2016/2017 and 2017/2018.**

Reason for Decision:

To inform Cabinet of the position of the 2016/2017 capital programme as at Outturn (31 March 2017), including highlighting any budget changes.

78   **Annual Reports on Treasury Management 2016/2017**

Councillor Philip Whitehead presented the report which summarised the annual performance against the agreed Treasury Management Strategy.

Resolved

To note:

a)   **The Prudential Indicators, Treasury Indicators and other treasury management strategies set for 2016/2017 against actual positions resulting from actions within the year as detailed in Appendix A; and**

b)   **The investments during the year in the context of the Annual Investment Strategy as detailed in Appendix B.**

Reason for Decision:

To give members of the Cabinet an opportunity to consider the performance of the Council against the parameters set out in the approved Treasury Management Strategy for 2016/2017.

This report is required by the Prudential Code for Capital Finance in Local Authorities and the CIPFA Code of Practice for Treasury Management in the Public Services.

79   **Business Plan**

The Leader presented the report which present the council's draft Business Plan for 2017-27 which, itself, sets the council's overarching strategy for the next ten years.

Issues highlighted in the course of the presentation and discussion included: the consultation to be undertaken with Overview and Scrutiny and the Public Services Board; the continuity with previous plans, including the priorities; that the plan sets out the aspirations for the plan; how links to action orientated service plans may be made explicit; the role of partnership working, devolution, volunteering and digitalisation will play; the opportunities for the council to

charge for certain services on a commercial basis; and the opportunities to build capacity with partners and the community to enable them to deliver more.

Councillor Ian Thorn stated that whilst he applauded the aspirations of the plan, he would have liked to have seen financial information underpinning the plans sustainability. In response, the Leader stated there would be a financial plan produced in conjunction with the Business Plan. In response to an issues raised by Councillor Thorn, the Leader stated that the issue of Carbon Reduction was integral to the business and decisions of the council and did not require a separate reference in the plan.

In response to issues raised by Councillor Gavin Grant, the Leader stated that the Local Enterprise Board had identified three new stations, Corsham, Royal Wootton Bassett, and Wilton, as being of strategic importance to bid for capital money from central government; and that the issue of a purpose built University for Wiltshire was a clear aspiration for the County but one that could only be achieved through significant funding from a business partner and existing university.

Resolved

To agree to seek feedback on the draft Business Plan from Overview and Scrutiny and other key partners; and

To agree to review feedback at its next meeting on 3 July, in preparation for a final draft to be considered at Full Council on 11 July 2017.

Reason for Decision:

To enable views to be submitted as part of the consultation process.

80   **Wiltshire Housing Site Allocations Plan**

Councillor Toby Sturgis presented the report which sought: approval for the Draft Wiltshire Housing Site Allocations Plan; and delegated authority to make arrangements for its consultation and the next steps.

The Leader noted that the following people had submitted questions and statements that would be responded to in due course: Al Wright, Richard Greenwood, Nick Parker and Cllr Tony Jackson.

The following members of the public made representations to the public at the meeting: George Bunting, Cllr Roger Evans, Mr Hill, Bill Johnson, Cllr Bob Price, Janice Cadby, and Lance Allen.

Issues raised by members of the public included: concern that proposals would negatively impact on the rural character of communities outside towns; the desire to see brown field sites prioritised; frustration with the slow pace that developers progress existing sites with permission; the impact of new development on elderly residents; how developing neighbourhood planning

documents would be taken into account; the impact of proposals on wildlife; the need for sufficient infrastructure that would be required to meet the needs of new residents; and whether a planned new town would meet the needs for new development.

A question was put by Cllr Francis Morland, regarding concerns about spatial planning process, the completions of dwellings and the shortfall in the housing market area, to which the Leader stated that a written answer would be given.

In response to the issues raised, Councillor Sturgis urged the public to participate fully in the consultation process and asked that any alternatives to the proposals be presented with evidence. The Leader, outlining the steps to be taken as part of the consultation period, also stated that the Council would consider additional consultation if it was required in specific areas.

Councillor Steve Oldrieve spoke to raise his concerns about the proposals particularly as he felt that it appeared that greenfield sites appeared to be prioritised.

Councillor Horace Prickett spoke and outlined how he felt proposals that affected his communities were in conflict with the existing Local Planning policies.

In response to a question from Councillor Jon Hubbard, Councillor Sturgis clarified that the plans could be subject to changes at the Cabinet and the Council meetings, but that any major changes would require further consultation and evidence before the were sent to the Inspector appointed by the Secretary of State.

Councillor Chuck Berry, as Cabinet Member for Housing, outlined the benefits derived from further development. He also stated that if people wanted to lobby government to express their frustration with regard to delayed developments, then they should contact their MP.

The Leader closed the debate by thanking those for attending the meeting, and urging people to contribute further to the consultation.

Resolved

1. **To approve the Draft Wiltshire Housing Site Allocations Plan, as set out in Appendix 1, for consultation, subject to amendment in (ii); and**

2. **To authorise the Associate Director for Economic Development and Planning in consultation with the Cabinet Member for Planning and Strategic Asset Management to: make any necessary minor changes to the Draft Wiltshire Housing Site Allocations Plan in the interests of clarity and accuracy before it is published; make arrangements for, and undertake statutory consultation for a 10 week period starting during the week commencing 10 July 2017.**

Reason for Decision:

To ensure that progress continues to be made on maintaining an up-to-date development plan for Wiltshire, in line with the Council's Local Development Scheme and statutory requirements. In accordance with legislative requirements, following the consultation, Council will need to approve the submission of the Draft Wiltshire Housing Site Allocations Plan to the Secretary of State for examination.

81   **Recommissioning of the Wiltshire Substance Misuse Service**

Councillor Jerry Wickham presented the report which sought approval from Cabinet to go to market to commission a single adult Substance Misuse Service for Wiltshire and Swindon. In presenting his report, Councillor Wickham confirmed that Swindon has given their commitment to undertake the joint procurement.

The Cabinet agreed to consider the decision in part ii of the meeting to allow them to take into account the financial information contained in the report made exempt from publication.

82   **Wiltshire Domestic Abuse Support Services Procurement**

Councillor Jerry Wickham presented the report which sought agreement from Cabinet to the procurement of an integrated Wiltshire Domestic Abuse Support service, including refuge support services. The current contracts expire 31 March 2018.

Councillor Wickham confirmed, in response to a question from Councillor Ian Thorn, that all genders would be covered by the service.

The Cabinet agreed to consider the decision in part ii of the meeting to allow them to take into account the financial information contained in the report made exempt from publication.

83   **Proposed Alignment of Council Structure to the New Business Plan**

The Leader presented the report which sought Cabinet's approval to take steps to make changes to the senior management structure of the council at tier 1 following discussion with the current corporate directors to ensure the necessary strategic capacity is in place to deliver a proposed new business plan for 2017-2027.

The Leader stated that as there were no questions on the paper considered in part ii of the meeting, she would move directly to consider the exclusion of the press and public.

Resolved

To considers the proposed alignment of council structure at tier 1, to the new business plan for 2017 - 2021.

Reason for Decision:

The continued reduction in funding from central government, and the increasing demands that we face for our key frontline services, means that a new business plan for 2017 – 2027 will continue to focus on the vision and improvements in the delivery of services to the communities and businesses across Wiltshire.

A key aspect in the delivery of the priorities is continuing our collaborative working with communities, partners and businesses. A number of programmes including the integration of adult social care and health, early intervention and prevention to protect those who are most vulnerable, and continue to grow the economy of Wiltshire.

We need to ensure that the council has a structure that is aligned to the delivery of the business plan priorities, and provides the strategic capacity and resilience to continue to meet the challenges ahead.

A proposed change in the senior management structure at tier 1 will provide the strategic capacity and resilience to deliver the priorities in the new business plan and the challenges ahead.

84   **Urgent Items**

There were no urgent items.

85   **Exclusion of the Press and Public**

Resolved

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

Reason for taking the item in private:

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

Paragraph 5 - Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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

86   **Wiltshire Domestic Abuse Support Services Procurement (Part II)**

Councillor Jerry Wickham presented the report which sought authority to undertake a procurement process of the Wiltshire Domestic Abuse Support Services, currently commissioned jointly by the Local Authority and Office for the Police and Crime Commissioner.

Following a short debate, and an opportunity for questions, the meeting;

Resolved

To agree to undertake a procurement process to provide domestic abuse support services for a 5 year agreement (3+2).

To delegate authority for award of contract resulting from this tendering process the Corporate Director, in consultation with the Cabinet Member for Public Health & Public Protection, the Associate Director Legal & Governance and the Associate Director Finance.

To delegate authority to enter into the new domestic abuse support services contract resulting from the tendering activity to the Corporate Director

Reason for Decision:

Under the Health and Social Care Act 2012, Local Authorities have the duty to reduce health inequalities and improve the health of their local population.

Domestic abuse is a complex issue, recognised as a key public health priority. Rarely an isolated incident, domestic abuse is a pattern of sustained behaviours that violate human rights, significantly impacting on population's health and wellbeing.

This procurement proposal looks to reduce the significant burden of harm and address the economic and emotional costs caused by domestic abuse.

87 **Recommissioning of the Wiltshire Substance Misuse Service (Part II)**

Councillor Jerry Wickham presented the report which provided the financial context to support the Wiltshire Substance Misuse Service recommissioning paper considered in part i.

Following a short debate, and an opportunity for questions, the meeting;

Resolved

1. **To approve the commencement of a tendering process; subject to Swindon also securing necessary approvals, to commission a new pan Wiltshire adult substance misuse treatment service for a 3 year agreement (2018- 21), with the ability to extend for 2 further years.**

2. **To approve the inclusion of a supported housing lot in addition to the main contract specification.**

3. **To delegate authority for award of contract resulting from this tendering process the Corporate Director, in consultation with the Cabinet Member for Public Health & Public Protection, the Associate Director Legal & Governance and the Associate Director Finance where the resulting contracts are within the financial envelope set out within the Financial Implications section.**

Reason for Decision:

Under the Health and Social Care Act 2012, Local Authorities have the duty to reduce health inequalities and improve the health of their local population by ensuring that there are public health services aimed at reducing drug and alcohol misuse. In order to meet the April 1st 2018 deadline there is now the necessity to begin the commissioning process. This will enable the council to continue to support thousands of Wiltshire residents wishing to improve their health, whilst ensuring Wiltshire is one of the safest counties in the country.

The proposal to collaborate with partners from Swindon Borough Council, will lead to significant savings; whilst improved joint working will offer economies of scale and in turn enable a high quality substance misuse service to continue to be available for Wiltshire residents.

88 **Proposed Alignment of Council Structure to the New Business Plan (Part II)**

The Leader presented the report which sought Cabinet's approval to take steps to make changes to the senior management structure of the council at tier 1 following discussion with the current corporate directors to ensure the necessary strategic capacity is in place to deliver a proposed new business plan for 2017-2027.

Following a short debate, the meeting;

Resolved

1. **To approve the proposed changes to the structure of the council at the top tier (corporate director) and as outlined in appendix 1 and paragraphs 10 & 11, on the understanding that the alignment of services below that level will be determined by corporate directors following discussion and agreement with the head of paid service, and after consultation with the Leader and Cabinet.**

2. **To recommend that Full Council approves the proposed changes to the designation of the statutory roles outlined in paragraphs 14 – 22. 48.**

3. **To note that:**

I.   **Initial consultation on proposals to implement a new structure will start week immediately.**

II. **Once a new structure is confirmed following consultation, that steps to redeploy the current corporate directors into posts in the new structure will take place.**

III. **Mrs Carolyn Godfrey, corporate director, has outlined her intention to retire from the council in October 2017. As a result she be redeployed into an interim corporate director role as part of the redeployment process while steps to recruit to the corporate director roles for adult care & public health (DASS) and corporate director children & education (DCS) take place. Mrs Godfrey will remain in this interim role until October 2017 while recruitment to these roles takes place.**

IV. **Steps to advertise the vacant posts will be taken following completion of the redeployment process and, with the exception of the joint post with the CCG, the vacancies will be advertised internally only in the first instance, in line with the council's recruitment & selection policy and procedure, following which an external recruitment exercise will take place if there are no suitable internal candidates.**

V.   **In the case of the joint corporate director for adult care & health this post will be advertised externally in line with NHS requirements. The appointment will be done jointly with the CCG governing body in line with the relevant policies, procedures and constitutional requirements, and an agreement will need to be developed to provide a governance framework for such a working arrangement.**

VI. **It will be the responsibility of the Head of Paid Service to work with the Leader, Cabinet and Corporate Directors on all aspects of the statutory responsibilities of the role.**

VII. **A further report to Cabinet in the autumn will provide an update on the progress of a re-structure at tier 2 to align services with the new tier 1 senior management structure and proposed new business plan for 2017 – 2027.**

Reason for Decision:

The continued reduction in funding from central government, and the increasing demands that we face for our key frontline services, means that a new business plan for 2017 – 2027 will continue to focus on the vision and improvements in the delivery of services to the communities and businesses across Wiltshire.

A key aspect in the delivery of the priorities is continuing our collaborative working with communities, partners and businesses. A number of programmes including the integration of adult social care and health, early intervention and prevention to protect those who are most vulnerable, and continue to grow the economy of Wiltshire.

We need to ensure that the council has a structure that is aligned to the delivery of the business plan priorities, and provides the strategic capacity and resilience to continue to meet the challenges ahead.

A proposed change in the senior management structure at tier 1 will provide the strategic capacity and resilience to deliver the priorities in the new business plan and the challenges ahead.

Admin Notes:

The report, considered in part ii of the meeting, had been made exempt from publication, but following the decision this has now been published.

During consideration of exempt information, the only officers present were: the Monitoring Officer; the Head of Human Resources, and the Democratic Governance Manager.

(Duration of meeting: 9.30 am - 1.55 pm)

These decisions were published, earlier, on the 23 June 2017 and will come into force on 3 July 2017

The Officer who has produced these minutes is Yamina Rhouati of Democratic Services, direct line 01225 718024, e-mail Yamina.Rhouati@wiltshire.gov.uk

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

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Wiltshire Council

Cabinet

3 July 2017

Subject:	**Children's Services Integration Project**
Cabinet Member:	**Councillor Laura Mayes - Cabinet Member for Children, Education and Skills**
Key Decision:	**Yes**

Executive Summary

On the 25th April 2017, Children's Services submitted a bid to the Department of Education- Children's Social Care Innovation Programme. The programme seeks to inspire whole system change with the following three key objectives:

- better life chances for children receiving help from the social care system
- stronger incentives and mechanisms for innovation, experimentation and replication of successful new approaches
- better value for money across children's social care.

The bid focusses on proposals that will deliver an effective approach to reducing the need for more intensive forms of intervention, for example child protection and taking children into care, by focusing on innovative ways to provide support to Children in Need (as defined by the Children Act 1989).

Our proposal is a system-wide change focusing on Children in Need. We will work with families and staff to co-design a whole-family/relationship based model of practice to provide a continuum of support for children and families. A singular assessment will span thresholds of need and we will work collaboratively with families to develop their own goals. We want to establish multi-disciplinary teams including adult services. We will develop a volunteering scheme to work with families alongside providing the opportunity for service users to become volunteers in the future, building resilience for both individuals and communities.

The bid is part of a wider transformation within Children's Services – the Children's Services Integration Project (CSI). This will establish a new service model to achieve the Children's Services vision of:

"One joined up approach to making a positive difference to outcomes for Wiltshire's children and young people, ensuring they are safe and have high aspirations."

Overall the funding requested from DfE is £1.9m. This will cover set up costs, increasing short-term contract posts, backfill of seconded staff to lead and implement the programme, a new learning and development programme, the

Family Peer Coaching and Volunteering services, branding and communications and project evaluation. It is envisaged that the funding will be required for 24 months whilst the changes are implemented.

Proposal

The proposal to Cabinet is that delegated authority is given to the Corporate Director for Children's Services, in consultation with the Lead Member to accept any successful grant offer from the Department for Education.

Reason for Proposal

The Department for Education has not provided a definitive date for a decision on the bid, originally stating June/July 2017. This may now be delayed due to the General Election and we are currently awaiting an update. The new service will go live in September 2017 and thus delegated authority is required so a successful offer can be accepted immediately and be accessible to progress the project at the earliest opportunity.

Corporate Director: Carolyn Godfrey

Wiltshire Council

Cabinet

3 July 2017

Subject:	**Children's Services Integration Project**
Cabinet Member:	**Councillor Laura Mayes - Cabinet Member for Children, Education and Skills**
Key Decision:	**Yes**

Purpose of Report

1. On 25 April 2017 Wiltshire Council's Children's Services submitted a bid to the Department of Education Children's Social Care Innovation Programme for £1.9m of funding. This report is intended to provide Cabinet with oversight of the proposal and requests approval for delegated authority.

Relevance to the Council's Business Plan

2. The proposal submitted to the Department for Education is relevant to the Council's priorities and objectives as laid down in the Business Plan, specifically the proposal supports the following outcomes:

   - Creating stronger and resilient communities.
   - Communities where everyone can achieve their part.
   - People are protected from harm and feel safe.

Background

3. This proposal focuses on system wide change that will deliver an effective approach to reducing the need for more intensive forms of intervention for children and families; by focusing on innovative ways to provide support at the earliest opportunity. The Department for Education bid requirements are specific and as such the bid is only focused on one part of the wider transformation plan. The focus is on Children in Need, as defined by the Children Act 1989. The Council has a statutory responsibility to safeguard and promote the welfare of children within their area who are in need; and so far, as is consistent with that duty, to promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children's needs.

4. The Department for Education Children's Social Care Innovation Programme has three key objectives:

   - better life changes for children receiving help from the social care system.
   - stronger incentives and mechanisms for innovation, experimentation and replication of successful new approaches.
   - better value for money across children's social care.

Main Considerations for the Council

Department for Education: Social Care Innovation Programme

5. The children's social care innovation programme seeks to support the development, testing and sharing of effective ways of supporting children who need help from children's social care services. In the **Putting children first: our vision for children's social care** (DfE Policy Paper) they raised questions about whether the early help currently on offer to children on the edge of the social care system is really working to address their problems. The DfE concluded that "*we cannot leave these children and their families to languish until the conditions of some of them deteriorate to the point that intervention from the state in their lives is inevitable.*" The concept of "targeted early support" was introduced which is clearly distinct from broader, more universal early help. Via the Innovation Programme the aim is to identify best practice in supporting children suffering from, or at risk of, abuse and/or neglect from targeted early support all the way through to permanence.

6. The bid submitted by Wiltshire Council supported the requirements of the DfE Policy brief as we have committed to:

   - Provide support to children who are assessed by social workers twice within a 12-month period but do not end up receiving section 17 services. The operating model will provide a service to these children and families to build resilience and mitigate the risk of them requiring social care services in the future.
   - Provide intensive interventions which successfully address the underlying needs of children who are within the CiN space for extended periods of time, particularly for adolescents and for low level, persistent neglect. There will be additional capacity in the system in the form of the keyworker working within a whole family/relationship based theory of practice alongside increased time spent working directly with families. Further support will be in the form of the new volunteering networks.
   - Introduce a single, shared assessment to ensure that assessments are improved and proportionate to need.
   - Develop system wide approaches that address systemic barriers to cross-agency working, including looking at which workforce cultures and structures best deliver targeted support for children within the children's social care system. This will be achieved by broadening supervision practice, improving service/referral pathways (via our new 'DART' – Digital Assessment & Referral Tool), the introduction of new IT with potential for improved multi-agency interactions, maximising the use of tele-conferencing technology to increase attendance at meetings across a rural landscape and the introduction of Local Allocation Groups for local decision-making.
   - Create better collaboration and transitions between and across different services and agencies, including between children's and adults' services; supported by new IT (CMS).

- Provide effective 'step-down' targeted service provision for children within scope. This will be achieved via the operating model and the provision of a consistent service tailored to need. For example, as children move between thresholds they shall have a consistent worker i.e. before, during and after CiN (including a single shared assessment). We will also provide services for families as long as they need them, ensuring they can build resilience for the future.
- Developing predictive analytics and a shared workflow and frontline performance framework with partners - to support the prioritisation of CiN work and preventing escalation.

Wider Implications

7. This is part of a wider children's services transformation plan – the Children's Services Integration Project (CSI) which will establish a new service model to achieve the Children's Services vision of:

   "One joined up approach to making a positive difference to outcomes for Wiltshire's children and young people, ensuring they are safe and have high aspirations."

8. This proposal will impact on all Operational Children's Services teams including Early Help, MASH and Safeguarding and Assessment Services in Phase 1; and Children in Care, Youth Offending Team, CSE and SEND in Phase 2. The existing statutory functions will continue to be delivered as well as some non-statutory work. The key change will be the way in which services are delivered to children and families.

Overview and Scrutiny Engagement

9. There has been engagement with the Children's Select Committee on 14 March 2017. The report provided the committee with oversight of the Children's Services Integration Project and the committee was asked to endorse the direction of travel. The proposals were received positively and elected members from all parties gave their full support to the project and endorsed the strategy scoped. Officers took the opportunity to advise the committee that an Expression of Interest for the Children's Social Care Innovation Programme was submitted on 31 January 2017.

Safeguarding Implications

10. This proposal includes the core safeguarding and child protection statutory functions within the Council. The re-design is focussed on providing a more intensive response to families at an earlier point when needs arise to prevent them escalating into statutory social work services. Operational Children's Services is undergoing a re-design so all services provided to children and families directly by the Council are affected and safeguarding is at the core of what we do.

11. The proposals include working with adult services and housing differently, this would contribute positively in the safeguarding of vulnerable adults also.

Furthermore, the aim of the innovation is to not only support those whom are children now but also reduce generational repetition of high demand impacting both children and adult services in the future.

Public Health Implications

12. The proposals require input from Public Health and this is agreed. Public Health wrote a letter of support to the DfE outlining their commitment to provide additional expertise and support to improve the outcomes for children in Wiltshire. These include parental support for substance misuse and tackling domestic abuse to reduce the negative impact on children. Alongside this the dedicated support for young people experiencing domestic violence themselves, sexual health services and support with substance misuse.

13. The proposal will lead to improved health and wellbeing of the local child and adult population and include direct health implications, for example we aim to support improved attendance at medical appointments. In terms of sustainability the proposal will elevate the CiN provision offered, deliver more sustained change and increase the chances of achieving positive family outcomes. Furthermore, the financial modelling demonstrates sustainability and this is achievable as the funding shall be used for pump priming, capacity building, training, project back-fill, and the Family Peer Coaching and Volunteering that will support communities become more resilient.

Procurement Implications

14. If we are successful, £0.175m. of the grant will be used to commission a Family Peer Coaching and Volunteering Scheme over 2 years. In undertaking such Procurement processes we will do so in consultation with the Strategic Procurement Hub and in compliance with the Council's procurement regulations, part 10 of the constitution, to ensuring the procurement approach delivers best value.

Equalities Impact of the Proposal

15. Operational Children's Services works with our most vulnerable children and families, including those impacted by poverty and facing inequality. The model supports and contributes to the Council's commitment to:
a) tackle inequalities and promote cohesive communities.
b) not discriminate in the way we provide services to the public.
c) not to discriminate in our employment related practices.
d) promote equality and good relations between different groups.

16. Thus the proposal will impact positively by reducing inequalities and barriers that exist. This applies to both those with protected characteristics as well as having wider socio-economic and human rights impacts for example;
- improved access to education
- employment opportunities resulting from the volunteering and,
- the right to a family life, supporting children to remain with their families safely.

Environmental and Climate Change Considerations

17. The energy consumption from transport sources is expected to reduce in Children's Services. Emissions from staff and pool vehicles used to carry out Council services are included and we would anticipate this will also positively impact on the carbon footprint.

18. Consideration has been given to fuel consumption and mileage claims as part of the Community Patch Based Model which involves social workers linking with schools and working from the school bases periodically. This has been implemented alongside mobile working and the use of smart phones and laptops to ensure that social workers do not need to return to the office between meetings purely to access emails/messages or complete recordings. This model will be developed further.

19. The project group is also keen to explore other IT and technological options. We acknowledge practice with families must be face-to-face interactions however, not every one of the 14,000 CAF/CIN/CP meetings require all engaged professionals to travel and attend. Investing in training and supporting our staff and partners to follow our ways of working that include working on the move, video- and tele-conferencing could increase partner engagement in low threshold work, reduce time spent travelling across the county and increase the time available to spend with children and families.

20. There are no environmental management issues identified.

21. The services, in one form or another are planned to last beyond 20 years. The consequence of climate change will not change because of these service changes.

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

1.	Failure to reduce the number of children and families requiring statutory interventions and becoming Children in Need, subject to a Child Protection Plan or Looked After.
2.	Failure to exploit internal and external opportunities to redesign services to provide better outcomes for children and families.
3.	Inability to provide a sustainable service model results in increased budget pressures moving forward.
4.	Inability to offer a comprehensive training and development plan for staff moving into the new service.
5.	Inability to develop the volunteering scheme.

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

	Risk	Action to mitigate the risk
1.	Failure to meet statutory duties during a phased service restructure.	To mitigate against this, a full implementation plan will be developed for each phase to include an assessment of the implications of staff changes and training requirements.
2.	Lack of cultural change inhibits success of the new service model.	To mitigate against this, staff and partners will be fully engaged in the design and transition process.
3.	Failure to effectively manage dependencies and interfaces with other projects e.g. CMS Replacement Programme, results in delays and increased costs.	To mitigate against this the interfaces with other projects with be mapped and actions put in place to manage these such as the development of groups to share key information across programmes of work

Financial Implications

24. If successful the DfE will award the Council £1.9m grant funding which will be paid at the start of the programme. A detailed financial plan over 4 years has been submitted and the funding will be spent across the phases of the project as follows:

Year 1 - £1.1m

Year 2 - £0.7m

Year 3 - £0.1m.

25. The funding will be used to support the following elements of the project:
- Backfill of seconded staff to support project capacity.
- Capacity building through employment of additional staffing over the first two years.
- Supporting a comprehensive training and development programme.
- Commissioning a volunteering scheme.
- Working with partners to identify high need families.

26. The plan is to make this project sustainable within 3 years funding additional staff costs in the first 12 months only; any subsequent staffing cost savings in the future years will contribute to the Council's financial plan as will savings from reduced placement costs. The Children's Services Integration Project is expected to achieve savings of £0.2m in the first phase. Acceptance and deployment of the grant, if the application is successful, will support the implementation of the project and enable delivery of the planned savings.

27. The Children's Services Integration Project is not dependent on the grant but if we are unsuccessful the pace of change will be slower and the delivery

harder to achieve. The elements of the project that we will be unable to deliver without the funding are the volunteering scheme.

Legal Implications

28. There has been no specific engagement with legal regarding the funding application however they shall be consulted regarding funding agreements with the DfE if the bid is successful. The decision being sought is in line with the Council's constitution.

29. There are no statutory requirements that will be imposed on the Council in respect of this proposal however there is a requirement for the Council to continue to meet its statutory requirements as defined in the Children Act 1989, specifically the duties in relation to Children in Need.

Options Considered

30. If successful, the options include accepting or rejecting the grant of £1.9m. The development of Children's Services Integration Project will be significantly enhanced with this funding and without it specific elements of the proposal, including the volunteering scheme, cannot be pursued thus we reject the option to reject the funding.

31. If successful, the acceptance can be a decision made by Cabinet or delegated to the Corporate Director. The decision is likely to be received in July 2017 and returning to Cabinet would delay the ability to accept the offer immediately and progress the project at the earliest opportunity. Thus, the option to seek Cabinet approval for delegated authority is being sought.

Conclusions

32. The conclusions reached having taken all of the above into account.

Terence Herbert (Associate Director, Operational Children's Services)

Report Author: Terence Herbert, Lucy Townsend, Head of Service, Children's Services Integration Project, terence.herbert@wiltshire.gov.uk, lucy.townsend@wiltshire.gov.uk, 01225 7418680.

Date of report: 28th April 2017

Appendices

None

Background Papers

None

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Wiltshire Council

Children's Select Committee

Date: 14th March 2017

Children's Services Integration Project

Purpose of Report

1.   On 10th January 2017 Wiltshire Council's Children's Services Leadership Team (CSLT) agreed to initial proposals to establish a new service model to achieve the Children's Services vision of:

"One joined up approach to making a positive difference to outcomes for Wiltshire's children and young people, ensuring they are safe and have high aspirations."

This report in intended to provide Children's Select with oversight of the proposals and are asked to endorse the direction of travel.

Background

2.   This proposal will impact on all Operational Children's Services teams including Early Help, MASH and Safeguarding and Assessment Services in Phase 1; and Children in Care, Youth Offending Team, CSE and SEND in Phase 2. The existing statutory functions will continue to be delivered as well as some non-statutory work. The key change will be the way in which services are delivered to children and families. The project is phased to allow a focus on, in the first instance, what can realistically be achieved in the short term (i.e. Phase 1).

The service aims, outcomes and design principles have been prepared by the team and are detailed in Appendix 1.

Main Considerations for the Council

3.   **Phase 1 Proposal – Creation of a new service**

The key headlines of the new service are:
A. Blended teams (from existing Early Help and Safeguarding and Assessment services) will be created across the following tiers; high-end level 2b (CAF), level 3a, 3b and 4 all delivering evidence-based direct work with all staff accessing supervision.
B. Pod and hub based dispersal of staff across the 4 existing geographical hubs – with local allocation of resource and workflow (at smaller levels where achievable- building on the Social Care Community Patch Based Model). The

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model will build on existing partnership arrangements and provide greater opportunity for joined up or integrated working (see Appendix 2 for conceptual diagrams).

C. A relationship-based model of practice will be followed by the service. Training will reflect this model of practice and include skill-stretching for staff to be able to do more without referring on for specialist support. Keyworkers and Social Workers will carry out evidence-based work alongside children and their families. They will be equipped to provide direct support to the child and family themselves or draw down expertise from experts (e.g. DA leads) and/or pull in specialist provision if required - focusing on the most significant issues impacting on the child's ability to achieve good outcomes.

D. The recommendation is there will be a single front door for referrals into the new service and access to operational children's services.

E. All necessary statutory functions will continue to be delivered (see Appendix 3).

4. **Phase 2 and Future Opportunities**

Phase 2 and future opportunities will include the remaining Children's Services not remodelled as part of Phase 1. This includes Children in Care, Youth Offending Team, CSE and SEND. In addition to these, the scope includes those services which sit outside of the Council's Children's Services as we believe improved joined up working or integration could lead to further service improvements.

Future shaping of services for children and families needs to take into account how families are presenting to us and the nature of their needs. The frequency with which these often complex issues are present in children's lives suggests our focus should be on providing integrated and holistic family-based response for some areas. A deep analysis of how families are presenting has been completed and a summary of specific areas of need that need to be considered by the new service specifically include:

A. Domestic abuse and substance misuse

B. Child/Parent Mental Health

C. Employment, Finances and Housing

D. School attendance and being NEET (or at risk of NEET)

E. SEN

F. Working with Adolescents

Safeguarding Considerations

5. This proposal includes the core safeguarding and child protection statutory functions within the Council. The re-design is focussed on providing a more

intensive response to families at an earlier point when needs arise in order to prevent them escalating into statutory social work services.

6.   It includes improved joint working with partners and we hope to achieve integration in certain areas leading to improve practice and thus outcomes.

7.   The proposals include working with adult services and housing differently, this would contribute positively in the safeguarding of vulnerable adults also.

8.   The implementation of the new model will require significant training and development for the staff involved.

Public Health Implications

9.   The proposals require input from Public Health and will lead to improved health of the local child and adult population.

Environmental and Climate Change Considerations

10. Consideration has been given to fuel consumption and mileage claims as part of the Community Patch Based Model which involves social workers linking with schools and working from the school base periodically. This has been implemented alongside mobile working and the use of smart phones and laptops to ensure that social workers do not need to return to the office between meetings purely to access emails/messages or complete recordings. This model will be developed further.

11. The project group is also keen to explore other IT and technology options further. We acknowledge practice with families must be face-to-face interactions. However, not every one of the 14,000 CAF/CIN/CP meetings require all engaged professionals to travel and attend. Investing in training and supporting our staff and partners to follow our ways of working that include working on the move, video- and tele-conferencing could increase partner engagement in low threshold work, reduce time spent travelling across the county and increase the time available to spend with children and families.

Equalities Impact of the Proposal

12. Operational children's services works with our most vulnerable children and families, including those impacted by poverty and facing inequality. The model supports and contributes to the Council's commitment to:

     a) tackle inequalities and promote cohesive communities
     b) not discriminate in the way we provides services to the public
     c) not to discriminate in our employment related practices
     d) promote equality and good relations between different groups.

Risk Assessment

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

1.	Failure to reduce the number of children and families requiring statutory interventions and becoming Children in Need, subject to a Child Protection Plan or Looked After.
2.	Failure to exploit internal and external opportunities to redesign services to provide better outcomes for children and families.
3.	Inability to provide a sustainable service model results in increased budget pressures moving forward.

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

	Risk	Action to mitigate the risk
1.	Failure to meet statutory duties during a phased service restructure.	To mitigate against this, a full implementation plan will be developed for each phase to include an assessment of the implications of staff changes and training requirements.
2.	Lack of cultural change inhibits success of the new service model.	To mitigate against this, staff and partners will be fully engaged in the design and transition process.
3.	Failure to effectively manage dependencies and interfaces with other projects e.g. CMS Replacement Programme, results in delays and increased costs.	To mitigate against this the interfaces with other projects with be mapped and actions put in place to manage these such as the development of groups to share key information across programmes of work

Financial Implications

11.   The new service is designed to be effective and efficient in ensuring that vulnerable children and their families receive the right support at the right time. Consideration of new front door arrangements and a new cohesive service structure will ensure that inappropriate demand of expensive, intensive statutory specialist safeguarding services is reduced. There is a full year and recurrent saving planned of £0.2m per annum from phase 1.

12.   There will be some implementation costs around researching / resourcing the project and we are exploring external funding opportunities via the Department of Education Innovation Fund. Costs will be minimised wherever possible and found from within existing budgets. Training for these service changes will be significant and will be delivered in-house where possible and will be prioritised within the

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current OD resources available however there will be a cost to delivering this effectively.

13. It has been acknowledged that other children's services projects could impact (e.g. replacement of the data management systems) on later phases of the project however wherever possible synergies will be taken advantage of for example change management training.

Options Considered

14. The options considered are detailed below:

Option A	Deliver full Phase 1 by April 2017.	Not recommended due to time constraints.
Option B	Deliver full Phase 1 by 2 October 2017	Put forward for CSLT consideration and accepted.
Option C	Trial Phase 1 in one hub by May 2017	Put forward for CSLT consideration.
Option D	Put OCS EH staff in S&A Teams (Reduced Scope)	Not recommended as not significant enough impact.
Option E	Do nothing.	Not recommended as no impact on future vision.

All options and a summary of the high-level risks and benefits were considered.

Option B was the recommended and agreed option based on the following:

- The culture and behaviour of staff will be more easily influenced and changed in a large-scale implementation.
- Communications/branding can support full scale change with both public users and partners.
- Buy-in from partners may become more challenging in a staged approach.
- Consistency of practice will be easier to achieve.

Conclusions

15. The conclusions reached having taken all of the above into account.

Proposal

16. The committee are asked to note the Phase 1 changes and the timescales and also endorse the direction of travel being scoped by the Children's services Integration Project Phase 2. This includes the desire to work with partners in a more joined up or integrated way to deliver improved outcomes for children and families.

Carolyn Godfrey
Corporate Director

Report Author:

Terence Herbert, Associate Director.

1st March 2017

Background Papers

None

Appendices

1. Service Aims, Desired Outcomes and Design Principles
2. Referral Pathway to Service
3. Statutory Functions

Appendices

6.1 Service Aims, Desired Outcomes and Design Principles

6.1.1 Service aims:

- Prevent family breakdown
- Prevent escalation to level 3 services

The new service model will enable the authority to:
- Keep families together (prevent children coming into care)
- Ensure families are not put through unnecessary statutory processes
- Proactively identify, target and respond to child and family needs to prevent escalation to more intensive and intrusive services
- Deliver a truly integrated and holistic evidence-based service to children and young people within the context of their wider family and community environment
- Support the right children, young people and their families at the right time with the right provision to enable them to achieve good outcomes
- Discharge all statutory duties
- Ensure unborn babies, children and young people are kept safe from harm
- Deliver improved practice and outcomes leading to a reduction in domestic abuse, and improved support for young parents and engagement with fathers.
- Be assured of all upskilling and training requirements to enable staff to have the right skills mix and confidence to deliver the new service (SEN, education, parenting, behaviour)
- Ensure staff intervene rather than refer on to other services.
- Add value to the child's journey to adulthood; improve the child's journey (transitions and transfer points) and their experience of support
- Reduce the number of children becoming Child in Need, becoming the subject of a Child Protection Plan and/or becoming Looked After
- Grow and sustain a stable and secure Children's Services workforce

6.1.2 Desired outcomes:

What do our families want? (taken from Australian research – reference TASCI Family by Family programme)
- We feel as though we contribute to our community
- We trust other people outside of our family
- We connect to new places, people or services
- We feel less isolated in the community
- We ask for help when we need it
- We seek out new ideas and support for our family
- We see the impact of our decisions on others
- We get on better as a family
- We learn new things about our family

- Our family has new ideas for things to do together
- We say something nice when one of us does something good
- We feel more optimistic about the future
- We think about the future
- Our family set new family goals
- We take time to work on own goals and family goals
- We see what we're good at.
- We feel more confident in our abilities in general
- Each of us feels like an OK person
- We believe that our choices make a difference to things in our family

What do we want Operational Children's Services to feel like for our children, young people and families?
- There is one front door for me to use
- I understand who does what, what forms to fill in or what's going to happen next
- I have a consistent key person to help me to help myself.
- They know what works…
- …and how to work with me and my family
- They are my fiercest champion; and they challenge me too
- They listen and take action.

6.1.3 Translating that into outcomes:

- Children and families will know where to go for help and receive a more consistent response whichever door they use.
- Children and families will feel listened to and helped by local professionals they are familiar with.
- Children and young people are safe from harm (or the risk of it), are less vulnerable and develop strong emotional resilience and wellbeing.
- Children and young people's circumstances improve as a consequence of the help provided and their need for targeted and specialist services is lessened (or avoided in some cases).
- Children and families experience a seamless service (especially during transition across thresholds, services and during significant life events). The workers have the key skill set to work with the families to address the issues (unless specialist services are required)
- Children, young people and families say that our Children's Services have made a positive difference in their lives.
- Children and families feel motivated to change, are willing to engage and want to improve their circumstances for the future.
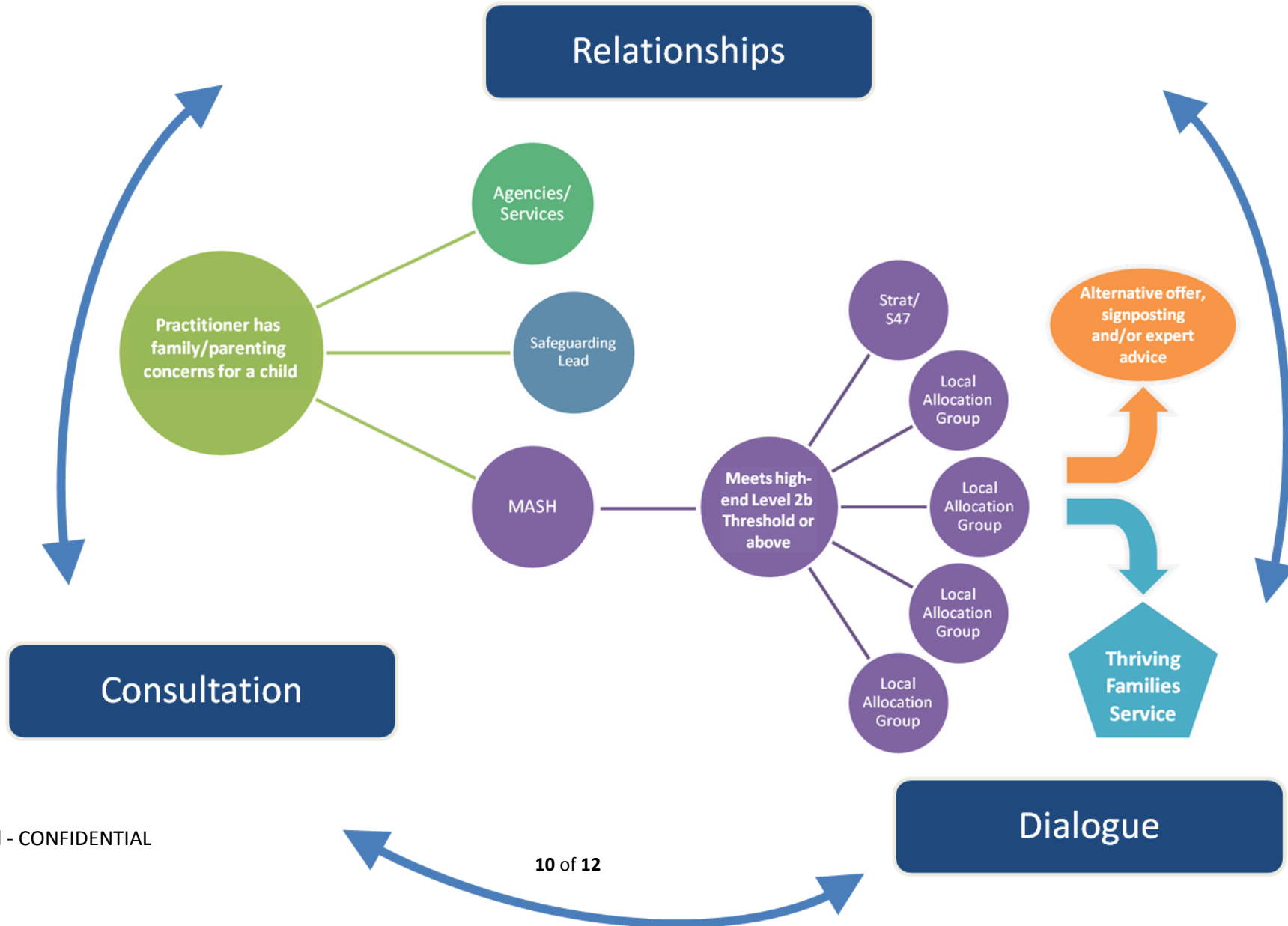
6.1.4 Service design principles

The design principles lay out the core requirements any service design must adhere to. For Children's Services Integration these are:

- Prevent family breakdown and empowers resilient families where children reach their potential (every child matters outcomes)
- Delivers a cost effective service.
- A child-focused family-based approach.
- Blended EH/Children's Social Care deliver services at high-end 2b level and above – i.e. our most vulnerable families with high risk factors and/or low protective factors;
- Facilitate or commission low level 2b, 2a and universal provision rather than deliver directly.
- An over-arching EH/CSC philosophy/model of practice (evidence-based) – relationship based direct work within the family.
- Four geographies (N,E,S and W); clusters/pods within that are linked to community composition/need and relates to other agencies (including schools) to obtain 'best fit'; hooked into local support networks/communities; increasing social inclusion; co-location where sensible.
- Best possible hours of operation coupled with a clearly articulated 'out-of-office-hours' early support community offer (not just crisis management offer at level 3) considering out of hours payment implications.
- Robust, clear and formalised referral and care pathways for vulnerable groups (e.g. unborns and under 1's, domestic abuse, mental health, parenting support, etc); clear boundaries of provision and thresholds.
- Managed demand into the local authority; partners/professionals clear and mindful of who delivers what.
- Deliver services in the best way; statutory requirements are defined; reduce demand on statutory/intensive services.
- Reduce the number of professionals working with a family (when appropriate); better coordination of support.
- Reduce dependency on 'specialisms' where appropriate and possible; skilling up/broadening the skills base; continuity of worker; defined career paths and opportunities for developing skills/knowledge/leadership; a well trained, skilled and motivated workforce.
- Future-proof as best we can.
- Take a 'tell us once' approach to assessment and reviews as far as is possible throughout the child's journey to enable a strengths based model.
- One front door or, if unobtainable, at least no wrong door; clear access routes; a consistent first response; accessible.
- Proactive identification of children and families in need of support.

1.2   Referral Pathway to the Service

Relationships

Consultation

Dialogue

Agencies/ Services

Practitioner has family/parenting concerns for a child

Safeguarding Lead

MASH

Meets high-end Level 2b Threshold or above

Strat/ S47

Local Allocation Group

Local Allocation Group

Local Allocation Group

Local Allocation Group

Alternative offer, signposting and/or expert advice

Thriving Families Service

6.3 Statutory Functions

Existing Statutory Functions Delivered by services	Statutory Functions that will continue to be delivered	Suggested Location of Services
Children in Need	Children in Need	NEW CSI Service
Child Protection	Child Protection	Phase 2
Care Proceedings	Care Proceedings	Phase 2
Looked After Children	Looked After Children	CiC/Phase 2
DCT- CiN, CP, LAC and Care Proceedings	As above	Phase 2
Local Authority Occupational Therapy	Assessment for provision aids and adaptation (1989 Children Act)	Phase 2
NEET Tracking Destination	NEET Tracking Destination	Performance Team
NEET PA Service	Linked to above	NEW CSI Service
YOT Statutory Work	YOT Statutory Work	Phase 2
Children Missing Education	Children Missing Education	NEW CSI Service
Elective Home Educated	Elective Home Educated	NEW CSI Service
Primary Tuition Service	Primary Tuition Service	Traded Services – To be agreed
Health Needs Pupils	Health Needs Pupils	Traded Services – To be agreed
Penalty Notices	Penalty Notices	Traded Services – To be agreed
Work Permits/Chaperones	Work Permits/Chaperones	Traded Services – To be agreed
EWS court work	EWS court work	NEW CSI Service and Traded Services – To be agreed
Special educational needs and disability code of practice: 0 to 25	Special educational needs and disability code of practice: 0 to 25	Phase 2

years – SEND Lead Workers	years	
Special educational needs and disability code of practice: 0 to 25 years – Educational Psychologists - One Third of current Workload	Special educational needs and disability code of practice: 0 to 25 years	Phase 2
Ofsted requirements in relation to Canons House	Ofsted requirements in relation to Canons House	Phase 2
18-25 young adults with disabilities	Care Act, Mental Capacity Act, Best Interest and Court of Protection	Phase 2
Specialist SEN – Hearing and Vision	School Control	Traded Services – To be agreed

Non Statutory Functions Delivered by services	Non Statutory Functions that will continue to be delivered	Non Statutory Functions That Will need to Cease in Future Model
EMAS	School Control	Traded Services – To be agreed
Traveller Education	School Control	Traded Services – To be agreed
Primary Behaviour Support	School Control	Traded Services – To be agreed
Educational Psychology – Two Thirds of Work	Phase 2	Phase 2
Specialist SEN	School Control	Traded Services – To be agreed
Employment Skills Team	Phase 2	Phase 2

Wiltshire Council

Cabinet

3 July 2017

Subject: **Wiltshire Council Adoption Service: 2015-16 Year End Report**

Cabinet member: **Councillor Laura Mayes – Children's Services**

Key Decision: **No**

Executive Summary

It is a statutory requirement that the Adoption Service provides a six month and year-end report to the Council. This annual report describes the management arrangements, outcomes, priorities and finances of the Agency for the period 1 April 2016 to 31 March 2017.

Wiltshire Council's Adoption Service was most recently inspected by Ofsted in July 2015 as part of the wider inspection of Children's Services. The overall judgement was Requires Improvement (RI). As previously reported, Children's Services was not complacent or satisfied with this and work to improve has continued. Two main areas for improvement were indicated regarding the Adoption Service:

- The need for timeliness of the assessment of adopters and their match with a child to be adopted, and
- The need for timeliness of the adoption of children with complex needs.

In 2015/16, 22 adoption orders were granted and 13 families were approved as suitable to adopt. For the year 2016/17, 33 adoption orders were granted and 26 families were approved as suitable to adopt. Of note, is that the number of newly approved adopters in 2015/16 was low because the number of children requiring adoption decreased and the pool of available adopters was adequate. It was anticipated that 35-40 children would require adoption in the full year 2016/17 (an approximate benchmark is 10% of the care population). Therefore, the recruitment target was revised with the aim to recruit 30 adoptive families through targeted and general recruitment to meet anticipated needs. Recruitment and assessment activity remains in place and initial indications are positive as evidenced in the full report.

Driven by the Government's previous commitment to improving adoption services in terms of numbers of children being adopted and the timeliness of matches for children requiring adoptive placements, the development of the Adoption Service has continued. Comparative performance is measured using the Adoption Scorecard which, for Wiltshire, shows overall continued improvement. In the previous annual report, it was recognised that further

acceleration of improvement was needed although the overall trajectory was positive. This improvement can be seen but future development activity is now clearly focussed on the Adoption West initiative.

In spring 2015, the Government made it an expectation that local authorities were to develop collaborative arrangements to improve adoption performance. The regional response to this was to further develop and invigorate the Adoption West initiative, comprising of six local authorities and a small number of locally operating Voluntary Adoption Agencies working together to design and deliver a new adoption agency. Wiltshire Council is a member of the Adoption West partnership.

Cabinet has already received detailed information regarding Adoption West and the role, responsibility and accountability arrangements that are being developed.

Proposal

It is recommended that the contents of this report are noted and accepted.

Reason for Proposal

Wiltshire Council is an Adoption Agency registered with Ofsted. The 2014 Adoption Minimum Standards (25.6) and 2013 Statutory Guidance (3.93 and 5.39) describe the information that is required to be regularly reported to the executive side of the local authority to provide assurance that the adoption agency is complying with the conditions of registration whilst being effective and achieving good outcomes for children and service users. This is done by means of an annual report and an interim six month report.

Carolyn Godfrey
Corporate Director

Wiltshire Council

Cabinet

3 July 2017

Subject:	**Wiltshire Council Adoption Service: 2015-16 Year End Report**
Cabinet member:	**Councillor Laura Mayes – Children's Services**
Key Decision:	**No**

Purpose of Report

1. This report provides a year-end report to Cabinet regarding the performance of the Adoption Service within Wiltshire Council. It is a requirement of the condition of registration as described in 2014 Adoption Minimum Standards and 2013 Statutory Guidance that Cabinet is satisfied that the Adoption Agency complies with the conditions of registration, is effective and is achieving good outcomes for children.

2. Cabinet last received a report regarding the Adoption Service in July 2016, covering the period from 1 April 2015 to 31 March 2016. This report relates to the full year 2016/17 reporting period.

3. The Ofsted inspection of Children's Services in July 2015, (arriving at the judgement of Requires Improvement) which included the Adoption Service, noted several strengths (see below) alongside two main issues that required further attention:

- The timeliness of the assessment of adopters and their match with a child to be adopted, and
- The timeliness of the adoption of children with complex needs.

4. This report includes information regarding the management of the Adoption Service, the Adoption Scorecard, children who require adoptive placements and those who are placed, the recruitment and approval of adopters, the disruption of placements, children where the plan for adoption changes and the work of the Adoption Panel.

5. It is recommended that the contents of this report are noted and accepted.

Relevance to the Council's Business Plan

6. The Wiltshire Council Adoption Service is a central priority as set out in the Wiltshire Council Business Plan 2013-2017 as part of the key priority to protect those who are most vulnerable. Two specific actions in the Plan are:

- To develop an outstanding Adoption Service for all children for whom adoption is in their best interest, and
- To work with voluntary sector partners to ensure that we offer and deliver a comprehensive array of adoption support services.

7. Whilst identifying adoptive families for Wiltshire, children will remain a priority. The arrival of Adoption West as the Regional Adoption Agency (RAA) will mean that the placing of children in adoptive families will become the responsibility of the new agency.

Main Considerations for the Council

8. The main consideration for the Council is to be assured about statutory compliance and the effectiveness of the Adoption Service. In 2014/15, 27 children were adopted. In 2015/16 22 children were adopted and in 2016/17 this number was 33. Of these, 30 (91%) were placed within 12 months of the decision that adoption was in their best interest being made. In 2014/15, 35 adoptive families were approved, in 2015/16, 13 families were approved. In 2016/17 26 families were approved as suitable to adopt. This reflects the required increase as indicated above.

9. Wiltshire's current Adoption Scorecard (most recently published performance to March 2016) shows overall continued improvement. It is not clear what national reporting will be in place when the RAA is in operation. At present, each local authority Adoption Agency has a scorecard and there are three key measures that are included:

A1: the average time between a child entering care and moving in with its adoptive family, for children who have been adopted:

- The local authority three-year average (2013-16) is 545 days. (For 2012-15 it was 610 days.) This is shorter than the one year and three year trends from 2015 and 2012-15 and shorter than the England three-year average of 558 days. The Scorecard shows steady improvement over time.
- Excluding 2 legacy cases this figure becomes 325 for 2016-17.
- Including Fostering for Adoption placements and legacy cases, unverified Wiltshire data estimates the figure for 2014-17 as 463 days, a marked improvement on 545 days and significantly less than the England average.

A2: the average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family:

- The local authority three-year average (2013-16) is 158 days. (For 2012-15 it was 161 days.) This is shorter than the one year and three year trends from 2015 and 2012-15). It is shorter than the England three-year average of 226 days. The Scorecard shows steady improvement over time.
- Excluding 2 legacy cases this figure becomes 144 for 2016-17
- Including legacy cases where they remain in the three-year period, unverified Wiltshire data estimates the figure for 2014-17 as 188 days.

(Legacy cases include children whose care proceedings pre-date changes in adoption regulations in 2013. The last 2 children who were include in this group had Adoption Orders made in May 2016 and these figures are currently included in the scorecard figures as detailed above. However, this means that over time, should a specific Wiltshire scorecard continue to be published, A1 and A2 will continue to improve as these children will not be in the three-year cohort after 2019.)

A3: the number of children who waited less than 18 months between entering care and moving in with their adoptive family:
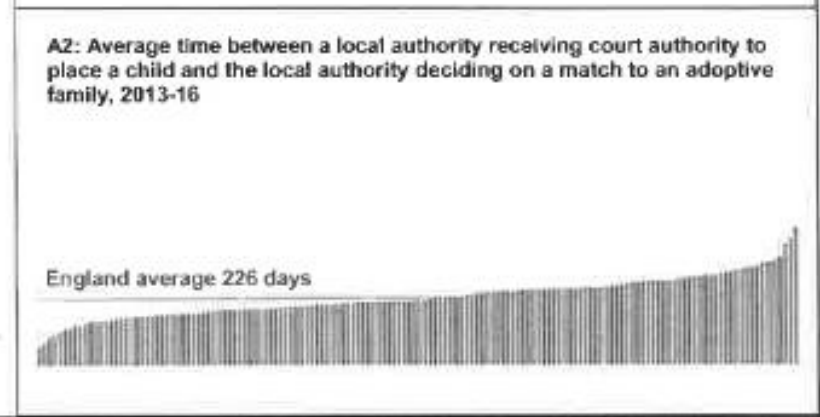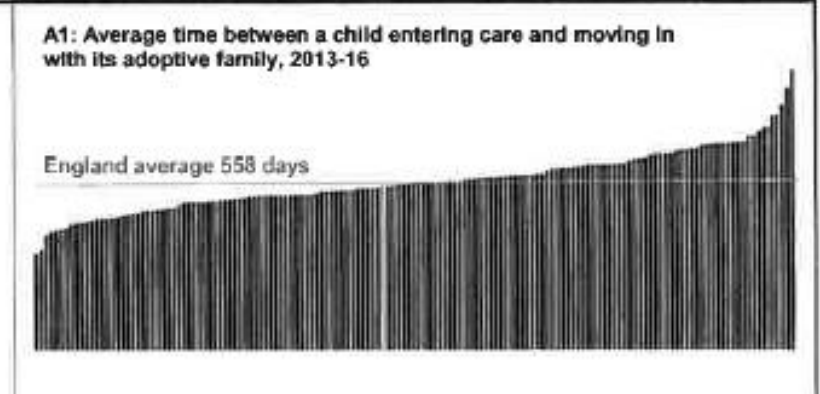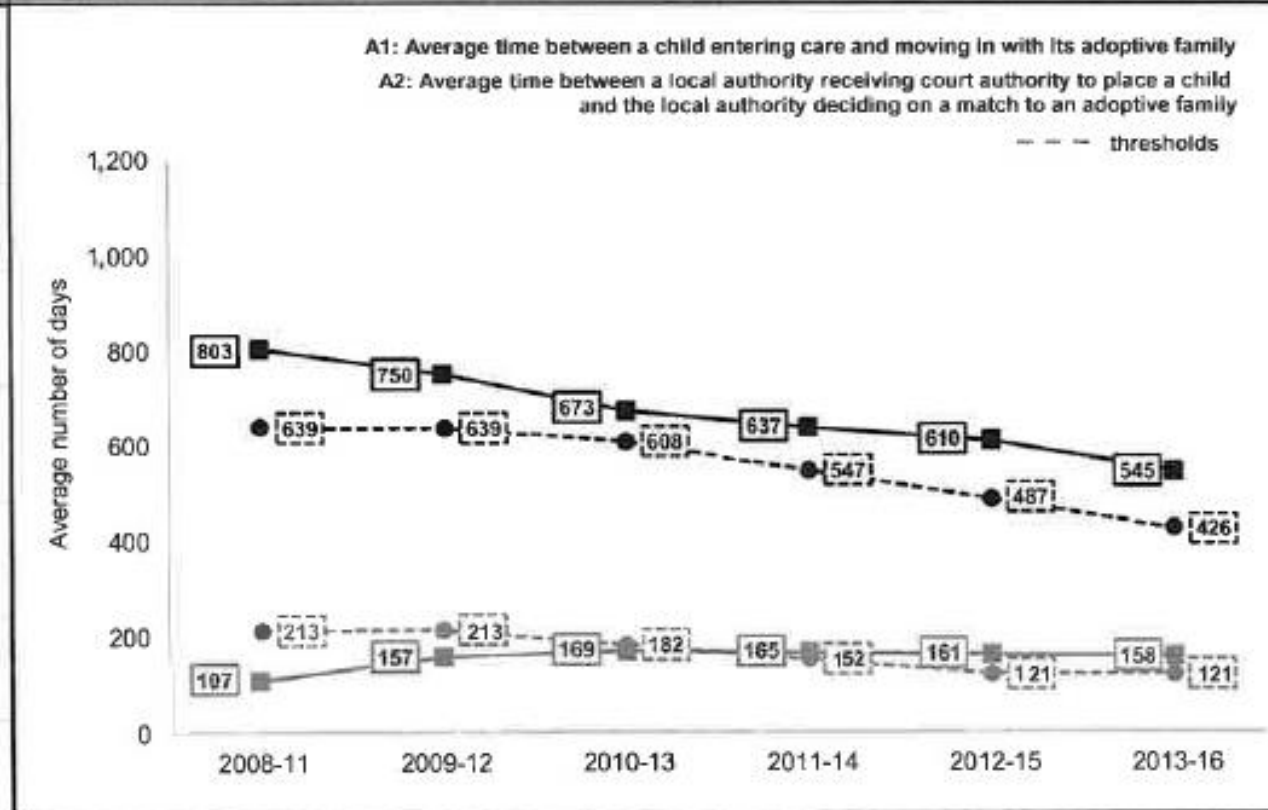
- There were 70 (56%) children who waited less than 18 months between entering care and moving in with their adoptive family. This is an increase from 55 (48%) in the previous cycle. The England three-year average (2013-16) is 55%. Unverified Wiltshire data estimates the figure for 2014-17 as 93 children (75%).

10. It should be noted that the most recent Scorecard three year averages relate to 2013-16, therefore there has been a further year of work taking place in Wiltshire which has produced the unverified averages described above. This data indicates that, in addition to the improvement shown in the Scorecard, the three key measures have continued to improve this year, with the overall pace and trajectory of improvement being positive. The most significant improvement relates to indicators A1 (which is showing an improvement of over 10%, meaning that more children are being placed in their adoptive placements in a shorter time after being received into care) and A3 where there is an improvement of about 20 percentage points. This is good progress and needs to be maintained whilst the Wiltshire Adoption Agency continues to function, carrying momentum into Adoption West.

11. A2 is also showing improvement although the pace has slowed and so particular attention is being given to the process of identifying an appropriate, matched placement for a child. Changes have been made to the process to ensure that home finding starts at the earliest opportunity and that all activities are monitored and completed in a timely fashion. This work will continue in the coming year.

12. The full Scorecard is as follows:

Adoption Scorecard

Choose Local Authority	Wiltshire

Children

	A1: Average time between a child entering care and moving in with its adoptive family (days)	A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	A3: Children who wait less than 16 months between entering care and moving in with their adoptive family (number and %)
LA's 3 year average (2013-16)	545	159	70 (58%)
Distance from 2013-16 performance threshold (426 and 121 days)	119 days	37 days	n/a
1 year trend - improvement from 2015 to 2016	Average time in 2016 was shorter than in 2015	Average time in 2016 was shorter than in 2015	n/a
3 year trend - improvement from 2012-15 to 2013-16	Average time in 2013-16 was shorter than in 2012-15	Average time in 2013-16 was shorter than in 2012-15	n/a
Latest quarterly data (April to September 2016)	539	253	45 (47%)
England 3 year average (2013-16)	558	226	12020 (55%)

Average time Indicators

A1: Average time between a child entering care and moving in with its adoptive family

A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family

- - - thresholds

A1: Average time between a child entering care and moving in with its adoptive family, 2013-16

England average 558 days

A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family, 2013-16

England average 226 days

Adopters

	Number of approved adoptive families as at 31 March 2016	Number of applications to become an adoptive family still being assessed (not yet approved or rejected) as at 31 March 2016	Proportion of adoptive families who were matched to a child during 2015-16 who waited more than 3 months from approval to being matched to a child
LA	--	--	-%
England	2,530	1,730	73%

Related Information

	New ADM decisions		New placement orders granted			Adoptions from care during 2013-15 (with % leaving care who are adopted)	Children for whom the permanence decision has changed away from adoption during 2013-16 (number and %)	Number of children waiting to be placed for adoption (as at 31 March 2016)	Number of children waiting to be placed for adoption with a placement order (as at 31 March 2016)	A1 timeliness where times for children who are adopted by their foster family are stopped at the date the child moved in with the foster family (days) (2013-16)	Number of children in a Fostering for Adoption / Concurrent Planning foster placement (as at 31 March 2016)	Adoptions of children from ethnic minority backgrounds during 2013-16 (number adopted and % of BME children leaving care who are adopted)	Adoptions of children aged five or over during 2013-16 (number adopted and % of children aged 5 or over leaving care who are adopted)	Average length of care of each child's legally during 2013-16 (weeks)
	35	30	20	25										
	2015	2016	2015	2016										
	THESE ARE NOT PERFORMANCE MEASURES													
LA	LA % change	-12%	LA % change	19%	LA	90 (16%)	30 (18%)	20	10	505	x	10 (17%)	15 (5%)	28
England	National % change	2%	National % change	-3%	England	15100 (16%)	3520 (14%)	3,960	2,410	462	320	2330 (9%)	3180 (5%)	30

13. Management arrangements and staffing are compliant with regulation in terms of qualification and experience. The Corporate Director (with the responsibility of Director of Children's Services) has overall responsibility for the Adoption Service. Reporting to the DCS is the Associate Director with responsibility for Children's Services, the Head of Service – Care and Placement Services has day-to-day operational responsibility for the Service. There is a Service Manager and Adoption Team Manager in post. This has brought strength and clear accountability to the Service with an opportunity to develop the strategy for improvement, ensure appropriate line management arrangements in the Service, provide operational accountability and maintain an important and continuing significant contribution to the development of Adoption West.

14. The core task of the Adoption Service is to provide secure and stable adoptive placements for children who require legal permanence and are no longer able to remain living safely with their parents or other family members. Services provided are broadly delivered by two teams:

- The Adoption Recruitment and Assessment Team: provides permanency for children through the recruitment, assessment and preparation of prospective adopters. Recommended for approval by the Adoption Panel with decisions made by the Agency Decision Maker, adopters are then matched with children through the home finding process.
- The Adoption Support Team: supports adoptive families and their children to ensure placement stability. It also provides support to Special Guardians. Services include therapeutic support, counselling, training, family days, newsletters and a link to Child and Adolescent Mental Health Services (CAMHS). This team is also responsible for managing referrals to the Adoption Support Fund which increases adopters' and Special Guardian's access to specific services for adoption support.
- In addition, the Adoption Service is responsible for providing an intermediary service for adopted adults and birth relatives wishing to trace family members, for those wishing to trace adopted children, support for non-agency adoptions (typically step-parents wishing to adopt), and those wishing to adopt children from overseas.

15. The establishment operational staffing of the Service (Recruitment and Assessment and Adoption Support) comprises one full-time equivalent Team Manager and one full time equivalent Assistant Team Manager (the post holder is currently long term sick and subject to absence monitoring and an Improving Work Performance programme). There are 8 full time equivalent qualified social work posts. One full time social worker is also currently long term sick which is being managed via absence monitoring processes. There are 1.95 full time equivalent Adoption Support Workers who, between them, have responsibilities across the full range of support work within the Adoption Service. This is a small team with county-wide responsibilities. The demands upon the team have significantly grown with the increase of Special Guardianship Orders in Wiltshire. They also have responsibility for the work generated by potential adoption breakdowns that can occur at any time post-Adoption Order. Most commonly, these involve adolescents who are challenging and can be hard to place if they are unable to remain with their adoptive families.

16. A development plan, supported by an adopter recruitment strategy, was published in autumn 2015 and refreshed in autumn 2016. This reflects the priorities of the Service and the areas of improvement indicated in the Ofsted inspection of 2015, linking to the improvements evident within the Scorecard. Within the overarching Children's Improvement Plan, it is anticipated that when refreshed, the Looked After Children Improvement Plan will include a priority directly relevant to the Adoption Service and engagement with Adoption West: To engage with the development and implementation of Adoption West - this will ensure that the interests are met of adults living in Wiltshire who wish to adopt and children who require adoptive placements.

17. The priorities of the 2016-17 Adoption Service Development Plan include:

- Suitable adoptive families will be identified without delay for children for whom adoption is in their best interest
- Adopter recruitment and retention
- Provide an effective and efficient home finding service
- Implement an adopters' training pathway
- Promote the concepts of Early Permanence
- Provide an adoption support service that is responsive to the needs of adopters, special guardians, adopted children and their families
- Ensure that the Adoption Panel is effective
- Ensure that the Adoption Service is integral to the development of Adoption West

18. The Ofsted Inspection of Children's Services carried out in July 2015 graded the overall Service as Requires Improvement. A culture of continuous improvement was noted with a positive trajectory towards Good. Children and young people were considered to enter Care when they needed to and the timeliness of care proceedings had improved. Inspectors identified an Adoption Service that "made well informed and well matched placements supported by effective family finding". There was evidence that good performance information was used to inform practice and service development. Adopters were considered to be prepared and assessed well and the Adoption Support Team was seen to be effective, innovative and forward looking. The Adoption Panel and Agency Decision Maker (ADM) ensured that children were effectively matched with the most appropriate families. These judgments describe the foundation of continuing improvement.

19. As described in the previous annual report to Cabinet, in early 2015 the Government stated that local authorities (and Voluntary Adoption Agencies) should work collaboratively to ensure more effective arrangements are in place to deliver adoption where it was in a child's best interest. Adoption West is the local response to this initiative. Now comprising of six local authorities and locally operating Voluntary Adoption Agencies, Adoption West is shaping a response which will be in the form of an independently operating Adoption Agency. Cabinet has already been asked to give approval to the design, budget and implementation arrangements of the partnership. It is anticipated that Adoption West will improve the timeliness of adoption for children whilst providing other aspects of the work carried out by current local authority Adoption Agencies. Staff and managers from Wiltshire are fully involved in the development to not only ensure it is an effective agency but also that the

interests of children and adopters from Wiltshire are well served. This is a significant commitment from the Service and care should be taken that it does not affect "business as usual".

20. There are significant implications for the Adoption Service and staff in Wiltshire. It is anticipated that Adoption West will deliver some economies arising from the removal of local authority based teams to be replaced by Adoption West. The final structure of this service is not yet determined but it will be expected to ensure parity of access to services across the Adoption West area. The scope will include administration, direct services (pre and post-approval), and the Adoption Panel function. Staff will be provided for the new agency by moving existing workers from the local authority Adoption Teams into Adoption West. Work is underway with Human resource and Union colleagues to ensure this occurs in the right manner and at the right time.

21. The project is managed through the Governance Group which consists of the Associate Directors from each authority who in turn report to their DCS who meet when required. The Governance group is supported by a Service Manager group. The task is to ensure that the new service is robust and can deliver and sustain improvement, meeting the needs of the region, each of the six local authorities and the Voluntary Adoption Agencies. There will benefits gained in terms of the recruitment and sharing of a pool of adopters across the area who can best meet the needs of children requiring adoptive placements and therefore increased opportunity for timely matching of children with adoptive families, particularly those who may be considered harder to place.

22. The first stage of implementation is planned for autumn 2017 with the closing of local authority Adoption Panels and the introduction of Adoption West panels. Interim arrangements are being planned so that they operate ahead of the next phase of implementation in spring 2018. Clear management, regulatory and accountability arrangements will need to be in place. A local group is in place to monitor the impact of the development of Adoption West upon Wiltshire as it progresses. This includes consideration of human resource, ICT, legal and budgetary issues.

23. As required to be provided to Cabinet, this report provides performance information relating to the period 1 April 2016 to 31 March 2017.

Profile of children waiting for an adoptive placement

Legal status	2014/15	2015/16	2016/17
Section 20	1	0	0
Interim Care Order	11	7	7
Care Order	4	5	7
None	0	1	10
Total	16	13	24

Ethnic Origin	2014/15	2015/16	2016/17
White British	14	7	20
Mixed/Other	2	2	3
White Irish	0	1	0

Other Ethnic Group	0	3	1
Total	**16**	**13**	**24**

Age	2014/15	2015/16	2016/17
0-11 months	5	1	4
12-23 months	2	7	3
2-4 years	4	3	11
5-10 years	5	2	6
11 and over	0	0	0
Total	**16**	**13**	**24**

24. To be noted is that a number of children remained at home with birth family whilst subject to care proceedings with a care plan for adoption. This meant that other permanence options (such as Special Guardianship Orders) will be considered by the court for these children.

Children adopted

Age	2014/15	2015/16	2016/17
0-11 months	0	0	3
12-23 months	8	7	7
2-4 years	13	7	14
5-10 years	6	8	8
11 and over	0	0	1
Total	**27**	**22**	**33**

Children matched out of county	2014/15	2015/16	2016/17
	6 children in 5 placements	4 children in 3 placements	15 children in 11 placements

Out of county children matched with Wiltshire adopters	2014/15	2015/16	2016/17
	11 children in 9 placements	7 children in 5 placements	8 children in 5 placements

Rescissions of Placement Orders and Disruptions

25. In the three year period 2013-16 the permanence decision for 30 children (18% of all children for whom an initial decision was made that adoption was in their best interest) moved away from adoption leading to the rescission of Adoption and Placement Orders. The England figure for this period was 14 %. Wiltshire applies rigorous scrutiny to care planning and over a three year period, it is inevitable that there will be developments in a case or a child's situation that means that adoption is no longer in that child's best interest; for example, a family member or parent can resume the care of a child where it had not previously been envisaged. (This is a three-year measure and so the difference between the local and national actual number is very small.) Of

these 30, 1 rescission was made in 2016-17. There are a further 2 children who are currently in this rescission process. This indicates that there is effective permanence planning for children in care in Wiltshire and plans are scrutinised robustly to ensure that they are in the best interest of the child.

26. During 2016-17, there has been one adoption placement disruption notified to the Adoption Service before an Adoption Order was made. A formal disruption meeting was held and learning points identified. Several of these were case specific and others related to the need to restate best practice: for example, ensuring that the needs of an older child are understood in the context of their early childhood experiences and the challenge of adapting a "natural" parenting style to reflect the needs of a child. There have been two placement breakdowns that occurred post-order, when children return to being looked after. The average age of the children was 15. None of the children had been placed by Wiltshire but one was with a Wiltshire adopter and two with non-Wiltshire adopters.

Prospective adopters

	2014/15	2015/16	2016/17
Enquiries to be an adopter	20	147	85
Applications to be an adopter	17	29	n/a
Number of newly approved adopters	35	13	26
Application to approval: 0-3 months	1	0	3
4-6 months	4	4	15
7-12 months	27	7	7
Over 12 months	3	2	1
Number approved adopters unmatched	31	21	14
Number approved adopters matched	20	17	14

27. Of the 14 adopters unmatched and "waiting", 3 were linked and waiting to go to Adoption Panel for a match and 3 had withdrawn from wanting to adopt and required deregistration, leaving 11 families actively looking to be matched with children. There were 6 children with Placement Orders who were waiting for placements at the year end. Although it is anticipated that these children will be placed with Wiltshire adopters, it is nationally recognised that it remains more challenging to find placements for children with complex needs, older children and sibling groups.

Financial summary of the agency

28. The tables below indicate the budget, actual and predicted expenditure for the financial years 2014/15 to 2017/18. Of particular note is the increase of expenditure for Special Guardianship Allowances, leading to a budget overspend. In addition, there is a reducing number of adoptive placements being provided (at cost) to other local authorities as the overall number of children requiring adoption nationally declines.

2014/15	Budget (£) *	Actual Expenditure
Salaries and team running costs	534,900	534,478
Adopter recruitment and training	17,000	16,979

Adoption allowances (all types)	642,500	667,443
Special Guardianship Allowances	227,400	655,490
Adoption income	-60,000	-258,247
Total	**1,361,800**	**1,616,143**
2015/16	**Budget (£)***	**Actual Expenditure**
Salaries and team running costs	524,500	540,648
Adopter recruitment and training	17,000	15,881
Adoption allowances (all types)	501,500	705,041
Special Guardianship Allowances	510,000	1,085,678
Adoption income	-200,000	-165,287
Total	**1,353,000**	**2,181,961**
2016/17	**Budget (£)***	**Actual Expenditure**
Salaries and team running costs	552,600	536,849
Adopter recruitment and training	17,000	65
Adoption allowances (all types)	501,500	802,030
Special Guardianship Allowances	1,026,600	1,386,156
Adoption income	-200,000	-307,420
Total	**1,897,700**	**2,417,679**
2017/18	**Budget (£)***	**Predicted Outurn**
Salaries and team running costs	557,900	
Adopter recruitment and training	17,000	
Adoption allowances (all types)	501,500	
Special Guardianship Allowances	1,835,600	
Adoption income	-200,000	
Total	**2,712,000**	

29. There have continued to be adoptive families who are financially supported:

	At 31 March 2015 Children/Carers	At 31 March 2016 Children/Carers	At 31 March 2017 Children/Carers
RO Allowance	20/15	20/16	14/11
Adoption Allowance	63/52	50/40	38/31
Other (SGO)	121/91	165/124	184/136

	204/158	235/180	236/178
Total			

30. In addition the local authority has received monies from the Adoption Reform Grant and the Adoption Support Grant.

31. In addition:

	2014/15 Actual Expenditure (£)	2014/15 Actual Expenditure (£)	2015/16 Provisional Outturn (£)
RO Allowance	96,978	123,472	108,706
Adoption Allowance	369,196	371,081	332,757
Other (SGO)	201,269	1,081,967	1,397,912
TOTAL	**667,443**	**1,576,520**	**1,839,375**

32. The provisional outturn budget for Adoption Allowances has risen, despite the number of children attracting these allowances decreasing. This reflects more "complex" adoptions being supported (often in adolescence and to prevent placement breakdown). In addition, the limitations of the Adoption Support Fund only financing therapy for children, means that some adoptive placements require additional financial support to maintain stability.

Adoption Panel

	2014/15	2015/16	2016/17
No. Panels held	25	21	19
Adoptive families considered	36	14 (including one deferred and not reconsidered)	25
Matches considered	27	28	31
Relinquished Children	0	2	0
Reviews of Adopters notified	0	0	0

33. The Adoption Panel complies with Regulation. It is chaired by a suitably skilled and experienced Independent Chair who ensures that the functions of panel are delivered effectively. This was confirmed in the outcome of the Ofsted inspection. There is an Agency Panel Adviser in place to ensure that the panel is always adequately supported. To ensure that panels are quorate, there is a central list of panel members established which includes members with direct experience of adoption including those who have been adopted. There is a dedicated Administration Team in place to support the work of the Adoption Panel.

34. All Panel members, including the Chair, receive annual appraisals which consider their effectiveness as panel members and any areas for development. There is an annual training day, the most recent taking place in September 2016, which ensures that panel members are updated regarding statutory and legislation changes along with Agency developments and improvements to practice. Panel members have an opportunity to consider how well the Panel is operating and what could be done better. The Chair

meets regularly with the Panel Adviser and Head of Service to discuss operational or developmental issues relating to the panel's work, making any changes and improvements as required.

35. The arrangement for Panel recommendations being considered by the Agency Decision Maker (ADM) is robust, as endorsed by Ofsted. To ensure capacity and availability, there are currently two senior managers who take the ADM responsibility on a rota basis within the organisation, with administrative support and a clear process in place to make sure that ADM decisions are made within timescale. This means that adopters are informed of decisions promptly following Panel recommendations.

Commentary

36. The main externally reported performance information is included in the Adoption Scorecard and is summarised above. It can be seen that there has been steady improvement in performance over the three year rolling period. Although it is not directly reflected in the Scorecard, the impact upon reported performance should be noted where legacy cases are considered.

37. Although year on year improvement is evident when considering the two main areas of development (the time between assessment of adopters and matching and the timeliness of the adoption of children where it was in their best interest, including those with complex needs), the unverified data indicates that the pace of improvement now needs to be sustained through to the implementation of Adoption West to maintain improvement. Starting from a poor position in 2008-11, practice has improved year on year because of improved planning that is focussed on outcomes for children and is part of the wider Looked After Children improvement agenda. Robust management arrangements are in place, providing a solid foundation for continued improvement. There is now less than a year before Adoption West becomes the local adoption agency when most aspects of performance will become the responsibility of that organisation.

38. Improved performance at **A1** requires the permanence planning to be timely and responsive to a child's needs. The second review (held four months after a child becomes looked after) must identify an appropriate plan where the decision is that permanence is the preferred option. To ensure timely planning and decision making, the role of the Reviewing Officer, working alongside the child's Social Worker, provides challenge and oversight to a case. This is checked through audit. The terms of reference of the monthly Permanence Panel ensures that children have an appropriate plan for permanence, including adoption, at the right time in their care pathway. In addition, the pace at which matters proceed through the legal process has improved. The average time between the initiation and conclusion of care proceedings has shortened from 24.6 weeks at the end of June 2015 to 23.6 weeks in March 2016 to 21.9 weeks (provisional) in March 2017.

39. In relation to the previous annual report, Cabinet will have been concerned about the number of adopters (13) recommended for approval in 2015-16. Prior to this, adoption recruitment had focused on increasing the pool of adopters, almost regardless of specific matching considerations. This

achieved a net increase in adopters; however, it left several children with specific needs ("harder to place") waiting and a few adopters who had very specific ideas about the profile of children that they wanted to adopt. Due to this, the number of adopters "waiting" rose to over 30 by the end of 2014/15 and the decision was made during that year to largely "close the door" to recruitment. This is reflected in the number of adopters approved at panel in 2015/16. However, this meant that the pool of "active" adopters was dwindling without replacement. To rectify this, the Recruitment Strategy was reinvigorated, leading to 26 adopters being approved in the year 2016/17.

40. The impact of Link Maker, a national on-line resource that is adopter-led and provides information about children needing adoptive families to adopters, is significant and has produced quicker matching for some children. Alongside this, adopters may be recruited either locally or via another adoption agency for specific children waiting, including national searches for children considered 'hard to place'. This strategy will result in less children waiting while adopters are found as it will provide families for children across the range of needs, including those who are considered harder to place. The development of Adoption West will have an impact here.

41. The Adoption Service continues to approve adopters who can act as foster carers for children who do not yet have a Placement Order, but for whom the long-term plan is adoption and for children where there is concurrent planning for a potential return home: such placements fall under the umbrella of Early Permanence. There is some uncertainty associated with such placements and so adopters need to be able to manage this. The local authority should be confident in presenting the legal case to court and being assertive in matching children with adopters where it is in their best interest to do so. This will improve outcomes for children, timeliness and, therefore, Scorecard performance.

42. The Agency Decision Maker (ADM) process is designed to meet statutory requirements and not bring undue delay into the system. It has recently been reviewed to ensure it is effective, by ensuring that home finding and matching work can begin at the earliest opportunity, the time is reduced that children wait to be matched. This activity, linked to the development of Fostering for Adoption and concurrent planning, will allow placements to be made and matches agreed through Panel quickly and without reducing the rigour applied to ensuring that all decisions are in the child's best interest. This activity will support improvement of **A2**.

43. It is anticipated that **A3** performance will continue to significantly improve as the scrutiny and challenge provided by the Independent Reviewing Service and the work of Permanence Panel continue to drive timeliness and permanence planning. The emphasis placed on effective planning means that several children, where adoption was identified as being in the child's best interest, have had the ADM decision reversed and the Placement Order rescinded, with an alternative permanence plan agreed. Current care planning practice and robust challenge will not allow cases to drift, thus securing permanence for children.

44. The Adoption Service has previously considered performance against statistical neighbours. Comparative Score Cards are not available for this

report and so comparison can only be made with the England average. As previously reported, the local authority began its significant improvement from a "lower base" of performance, therefore the overall gap has narrowed, continues to do so and the trajectory of improvement is on course to reach the national targets.

45. As indicated, Adoption West is increasingly an area of priority involvement for the local authority. Wiltshire staff are involved at all levels of planning and active in not only the Governance Group and the service manager "lead" groups but also in the work groups that are considering specific areas of adoption practice. There is an impact on the Service as staff are called away from the local authority and it is important that this does not damage overall performance. As the pace of development increases, it is likely that demand on staff time will increase with Adoption West becoming operational in April 2018.

Next Steps and Recommendations

46. To continue to improve the effectiveness of the Adoption Service, within the Looked After Children Improvement Plan, the Local Authority will:

- Maintain a high level of involvement in the development and implementation of Adoption West, considering the needs of children and adopters in Wiltshire, staff currently working in the local authority and other stakeholders.
- Through specific discussion and regular liaison meetings, continue to work with the local judiciary to further improve the way that the courts deal with care cases in a timely manner, recognising the potential delays for children where additional family members (sometimes multiple) may be considered as carers late in proceedings or where additional assessments are indicated.
- Further develop Early Permanence practice, linked to Adoption West
- Use positive Home Finding practice to ensure the effectiveness of the process to bring about timely identification of potential adoptive matches for children who require adoption
- Until the implementation of Adoption West, continue to ensure a sufficiency of adopters who can meet the diverse needs of the population of children requiring adoption in Wiltshire. A suitably diverse pool of approved adopters allows matching to begin early in the process, often before a Placement Order is made. Approved adopters will move to Adoption West in time, if they are still waiting to be matched with a child
- In cases where it is recognised that the agency may struggle to match children with in-house prospective adopters, request Court consent to feature the children's profiles beyond Wiltshire's boundaries and be pro-active in referring children to regional and national placement finding services once a Placement Order has been granted (sooner with the consent of the court)
- Continue to ensure that formal Disruption Meetings take place where adoption placements breakdown before Adoption Orders are made to consider key learning in to inform whole service improvement.

Background

47. The Adoption Service provides permanency for children who are no longer able to live safely with their parents or other family members. This is achieved

through the provision of quality adoptive placements for children who live in Wiltshire and where a decision has been made that adoption is in their best interest.

48. The fundamental requirement of the Service is that children are placed with families who have been assessed as being suitable to adopt. A recommendation of suitability is made by the Adoption Panel and this is ratified as a decision by the Agency Decision Maker (ADM).   Through   this process, there is rigorous assurance that approved adopters can provide safe, secure and enduring family placements for this vulnerable group of children. His allows them to grow, develop and thrive in a nurturing, supportive and loving family environment, removed from the stigma of being Looked After by the local authority.

49. To do this, there must be an appropriate range of enduring adoption placements to meet the assessed needs of children who need permanent adoptive families. These families must promote stability, safety and positive outcomes for children by working in partnership with all agencies as required.

50. The legislative basis of this work is the Adoption and Children Act 2002 and the accompanying 2005 Regulations. As indicated, Ofsted inspected the Service in March 2013 and it was inspected again as part of the wider Ofsted inspection of Children's Services in July 2015. From April 2018, Adoption West will be the local adoption agency and Wiltshire will no longer carry out this function.

51. The local authority, through reporting to Cabinet, must be assured of regulatory compliance and effectiveness through performance monitoring, challenge and improvement planning. The Looked After Children (LAC) Improvement Plan is the focus of this and it, in turn, reports to the over-arching Children's Services Improvement Board.

52. The Adoption Service continues to be able to recruit adopters for infants and younger children. Through a programme of general and targeted recruitment, this will be maintained and the pool of adopters will be expanded to include those who can provide permanence for children who may be considered "harder to place". This group includes older children, sibling groups and children with disabilities. The Service is part of the South West Adoption Consortium (SWAC) which works regionally to identify matches for children across the area. Where necessary, children are also referred to the National Adoption Register (NAR) which provides national opportunity to identify adopters for children who cannot be placed locally. The authority subscribes to Link Maker, an online adopter-lead resource.

53. Adoption West is a regional development involving six local authorities and a small number of locally operating Voluntary Adoption Agencies. The aim is to provide a single Adoption Agency for the region in line with government requirement – from the point of expression of interest to adopt, through to assessment and approval at panel and beyond, to Adoption Support. Adoption West is intended to have significant impact on outcomes for children as it will deliver a more effective regional response to adoption and the needs of

children. It is anticipated that all functions will be delivered by the new agency and no longer remain with the local authority.

Safeguarding Implications

54. Wiltshire Council Adoption Service is part of Children's Services, all of which are delivered in accordance with Wiltshire Children's Services Policy and Procedures, overseen by the Wiltshire Safeguarding Children Board. The local authority has clear and effective safeguarding procedures in place for children and vulnerable adults.

55. This report is for note by Wiltshire Council Cabinet.

Public Health Implications

56. Not applicable - for note by Wiltshire Council Cabinet.

Corporate Procurement Implications

57. Not applicable - for note by Wiltshire Council Cabinet.

Equalities Impact of the Proposal (detailing conclusions identified from Equality Analysis, sections 4 and 5)

58. Not applicable - for note by Wiltshire Council Cabinet.

Environmental and Climate Change Considerations

59. Not applicable - for note by Wiltshire Council Cabinet.

Risk Assessment

60. Risks that may arise if the performance and management of the Adoption Service is not effective and it does not achieve good outcomes for children:

- Safeguarding risk to looked after children if they are placed with adopters who have not been fully assessed, prepared and supported. Safeguarding is considered a high-level risk within the corporate risk register
- An inadequate supply of adopters to meet the needs of children requiring permanence through adoption
- Reputational risk if the Agency is not effective and does not achieve good outcomes for children who require adoption
- Reputational risk if statutory timescales are not meet regarding adoption
- Reputational risk if the Agency is rated as Inadequate through inspection
- Financial risk if placements are made, are unstable and subsequently breakdown leading to children returning to local authority care
- Looking ahead, there are risks associated with the safety and effectiveness of service delivery should the development of the commissioned Adoption West service not be robust.

Effective delivery of the Service, improvement plan, reporting and challenge will mitigate these risks.

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

61. See above. Not applicable - for note by Wiltshire Council Cabinet.

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

62. See above. Not applicable - for note by Wiltshire Council Cabinet.

   Financial Implications

63. The budget for the Adoption Service is indicated, in summary, above. Over recent years, the Government has provided additional money over the base budget through the Adoption Reform Grant, the Adoption Support Grant and, more recently, to Adoption West to promote regional collaboration. The Service has been managing within budget due to external incomes collected. The cost of supporting an adopted child is less than the average cost of looking after a child in the care system and is often time limited as opposed to costs of care which extend to 18 years old and beyond. Cabinet has received information relating to the financial implications of Adoption West and the contribution that the Council will make to the new organisation. The detail of this will be developed over time. This annual report relates to the work of the Wiltshire Adoption Service and *not* Adoption West, the implementation of which does have financial implications.

   Legal Implications

64. It is a statutory requirement that the Adoption Service provides six monthly written reports to the Council to monitor and evaluate the provision of its services to ensure that the services provided are effective and the quality of those services is of an appropriate standard.

   The Council is required:
   • To consider the management, outcomes and financial state of the agency,
   • To monitor the management and outcomes of the services in order to satisfy itself that the agency is effective and is achieving good outcomes for children and other service users
   • To satisfy itself that the agency is complying with the conditions of registration,
   • To monitor its performance against the timescales prescribed within the Adoption Guidance, and
   • To identify trends in the adoption work.

   Relevant Legal provisions:
   Schedule 1, paragraph 7 of the Voluntary Adoption Agencies and Adoption Agencies (Miscellaneous Amendments) Regulations 2003
   2013 Statutory Guidance (3.93 and 5.39), and
   2014 Adoption Minimum Standards (25.6).

   Options Considered

65. Not applicable - for note by Wiltshire Council Cabinet.

Conclusion

66. Recent years have seen considerable change within the world of adoption and a focus on improving adoption performance. This has led to the need to review and develop services, amend policy and practice and so increase the effectiveness of the Adoption Service. At the heart of this is the belief that, for some children, adoption is the best route to legal permanence, security and the opportunity to achieve their potential. Wiltshire Council's Adoption Service is committed to improving service delivery and, therefore, outcomes for children. Adoption West will bring further significant change and improvement in coming years. The Council will be an Adoption West partner, working collaboratively and regionally to ensure a whole service approach to prevent delay in securing appropriate adoptive placements for children in a timely and safe way.

Carolyn Godfrey
Corporate Director

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May 2016

Background Papers

The following documents have been relied on in the preparation of this report:
None

Appendices
None

Wiltshire Council

Cabinet

3 July 2017

Subject: **Wiltshire Council CSE Action Plan update**

Cabinet member: **Councillor Laura Mayes – Children's Services**

Key Decision: **No**

Executive Summary

Wiltshire's approach to tackling Child Sexual Exploitation (CSE) has been focussed on three key themes which are set out in Pan Wiltshire Safeguarding Children Board (WSCB) and Swindon Local Safeguarding Children Board (LSCB) Child Sexual Exploitation Strategy: Prevent Protect and Pursue. WSCB is responsible for co-ordinating an effective multi-agency response to child sexual exploitation and for monitoring Wiltshire's strategy.

The Cabinet meeting of 19 July 2016 requested this update with regard to the key themes of the WSCB CSE Strategy, the CSE Action Plan and on progress made since July 2016.

Proposal

That Cabinet note the progress made against the CSE action plan since 19 July 2016

Reason for Proposal

- Wiltshire Council has a zero-tolerance approach to CSE and has treated CSE as a high priority

- By maintaining oversight of the CSE Action Plan at the highest level, the Council can ensure that CSE remains a priority.

Carolyn Godfrey
Corporate Director

Wiltshire Council

Cabinet

3 July 2017

Subject: **Wiltshire council CSE Action Plan update**

Cabinet member: **Councillor Laura Mayes – Children's Services**

Key Decision: **No**

Purpose of Report

1. To provide Cabinet with a review of developments and progress with the Council's CSE Action Plan in relation to the Key Themes: Prevent, Protect and Pursue

Relevance to the Council's Business Plan

2. The Wiltshire Council response to child sexual exploitation links to the Council's business plan 2013 to 2017 key priorities 4 and 5; 'To protect those who are most vulnerable'.

   • Provide opportunities for every child and young person to improve their attainment and skills so they can achieve their full potential

   • Continue to improve our safeguarding services to protect the most vulnerable in our Communities

3. The objectives are stated in Outcome 6 of the Council's Business Plan; to reduce levels of crime and to reduce the number of families with complex needs by ensuring prevention of abuse and protection of vulnerable children and young people

Main Considerations for the Council

4. In March 2015, the government announced that the sexual abuse of children is a National Threat. Failure to take comprehensive action to tackle CSE will leave children and young people at risk. Monitoring of the plan's implementation needs to be at the most senior level to ensure that actions are effective in protecting and supporting children.

Background

5. Child Sexual Exploitation (CSE) is child sexual abuse and it is a crime. It involves children and young people being tricked, forced or manipulated into sexual activity (this can be physical and/or virtual abuse) in exchange for something. This may be money, alcohol, drugs, gifts or accommodation – or

less tangible goods such as affection or status. CSE can occur through the use of technology without the child's immediate recognition.

6. CSE is not new. However, a number of high-profile cases such as in Rotherham, Rochdale, Oxford and Bristol have focused the attention of the Government, the media and agencies involved in the safeguarding of children on CSE, and the need to do more to protect children and young people at risk.

7. Wiltshire Council's Child Sexual Exploitation (CSE) Action Plan was first presented to Cabinet on 19th May 2015 and progress reports presented on 15 March and 19 July 2016.

8. This report will provide an update of progress made against the CSE action plan since 19 July 2016.

Prevent (the abuse from happening)

9. Throughout 2016, Area Boards meetings received a briefing about CSE. CSE presentations and Missing Children briefings have been delivered to several professional groups across the council and key stakeholder agencies. The WSCB has delivered awareness level CSE training to 145 professionals in the last financial year. Following a series of briefings to Multi Agency Forums (MAFs) in 2015 a further round of briefing is scheduled for 2017 to provide an update and maintain awareness of CSE.

10. All staff in the SEND service have received CSE Awareness Training focusing on the outcomes and recommendations of *'Unprotected, Overprotected: Meeting the needs of young people with learning disabilities who experience, or are at risk of, sexual exploitation'* (Barnardos, 2015). The training highlights the particular vulnerabilities of children with SEND to CSE and includes include guidance on the use on of a CSE Screening Tool.

11. The West of England CSE Victim Support Project provided Wiltshire Council 20 days advanced CSE practitioner training in: Working with Parents of CSE Victims, Legal Processes and SEND. 271 professionals attended. A further 20 Professionals have received 'train the trainer' with the advanced CSE practitioner training and a delivery programme is being discussed with WSCB for 2017/18 utilising these staff.

12. During November 2016 a four-week tour of the drama production 'Chelsea's Choice' was jointly commissioned by the Council and WASSH. The play was booked by the majority of secondary schools, all Wiltshire College campuses and some community events including a performance in County Hall

13. The 2017 Awareness Day on 18 March 2017 generated interest nationally and for local media which promoted further awareness in the community of the problem and the council's response with having a specialist CSE (Emerald) team.

14. The Wiltshire Council Website has a regularly updated CSE area with pages and resources designed for a range on audiences; children and young people, the public and professionals.

15. To support the prevention and early identification of children vulnerable to CSE, the operational model of the specialist CSE Team (Emerald Team) is configured to provide advice, guidance and information for professionals in contact with children at lower risk of CSE, who do not require specialist intervention, but would benefit from educative programmes.

16. It is well evidenced that children who run away from home/care are particularly vulnerable and can be an indicator of CSE. Wiltshire Police refer all children reported missing to Emerald Team Missing Children Coordinators who assess the child's needs and risks from the referral and background information. From this, children are offered a Return Interview (RI) to talk with them about the reasons for running away; the information garnered is used to inform the child's plan to keep them safe.

17. In 2016/17, 1360 missing incidents involving 513 children were referred to Emerald Team. In 84% of the incidents a RI was offered of which 39% were accepted by and completed with the child. Those children frequently reported missing are tracked though Quarterly reporting (see below), assessed using the CSE Screen and allocated to a specialist Emerald Team CSE worker if required.

18. Quarterly Missing Children reports with collated information from missing children referrals provide analysis of themes and patterns to inform tactics, strategy and planning. The reports are provided to WSCB, the Corporate Parenting Panel and MASCE

Protect (young people who are victims or at risk of sexual exploitation)

19. Operational Children's Services (OCS) hosts, in the Multi Agency Safeguarding Hub (MASH), the specialist multi agency CSE Emerald Team. The team comprises of specialist Social Workers, Adolescent Support Worker, CSE & Missing Children Coordinators who are co-located with Police CSE Investigators, Police Missing Person and CSE Coordinators. A Child and Adolescent Mental Health Service (CAMHS) Family Therapist is also placed in the Emerald Team who also supports the Children in Care teams; a logical link as looked after children (LAC) are a group at heightened risk of CSE. Emerald Team has virtual partners with designated staff from the Family Intervention Service, Health Promotion and Looked After Children (LAC) Nurses

20. Since becoming operational in November 2015 the Emerald Team has successfully intervened with victims of CSE removing them from abuse or where this has not been possible with providing services that reduce risks and promote protective factors. To date 97 children have or are being supported by Emerald Team Specialist Workers; at the time of writing the Emerald Team case load is 38 indicating that 59 children have been protected or removed from abuse in the last 17 months.

21. Over the last two years OCS has worked in partnership with The West of England Child Sexual Exploitation (CSE) Victim Identification and Support Service. The initiative has been part funded and overseen by The Home Office Policing Innovation Fund, The Office of the Police and Crime Commissioner and Wiltshire Council. The Senior Responsible Officer's final report states of Wiltshire:

    21.1. 'A key legacy of the West of England Service is a children's workforce with a much-enhanced awareness of forms of CSE occurring locally, the indicators of when a child might be at risk of or being targeted for CSE and how to respond when there are concerns. It includes hundreds of victims of CSE now better placed to survive and overcome the damage that they have sustained as a result of that victimisation'.

    21.2. 'Providing specialist and dedicated CSE support as part of generic Children's Services teams ensures that CSE is not regarded as a 'separate' issue within the lives of children affected; that responses managing CSE are well coordinated with other work being done with those children, most of whom are well understood to have pre-existing vulnerabilities'.

    (Dave McCallum, Senior Responsible Officer, West of England CSE Victim Identification and Support Service: 12 April 2017)

22. Managers from partner agencies provide operational oversight with monthly Multi Agency Child Sexual Exploitation (MACSE) meetings. The purpose of the MASCE is to test, check and challenge that all the relevant agencies are involved and working together effectively to protect children and take necessary action against the abuser. The agencies represented in MACSE are:

Police (including Police Analyst/Intelligence Development), Emerald Team, Health, CAMHS, Public Health, Early Help (including Education Welfare, YOT and Prevention Project), Children's Social Care, Child Protection Conferencing & Reviewing Service and Motiv8 (young people's substance misuse service)

23. Allied to the MASCE is a RAG rated tracker which monitors the efficacy of multi-agency working and actions set to make improvements.

24. A CSE screening tool which promotes professional judgement (individual and organisational) is central to the operational model and practice approach. (The CSE Screen also supports decision making in MACSE meetings and with profiling the nature of the threat of CSE in Wiltshire to inform strategy). Using the CSE Screen, victims and children at heightened risk of CSE are regularly and effectively monitored to ensure intervention is purposeful, responsive to risk and outcome focussed. The CSE Screen includes information about the victim's associates including peer networks and perpetrator information which is vital for proactive analysis and mapping to identify other children in need of protection.

25. A recent audit indicated that children affected by CSE could be identified sooner with more effective use of the CSE Screen in Early Help services and with groups of children (eg. LAC and SEND) known to be more vulnerable to CSE. An improvement plan to identify and respond more quickly in Early Help has been developed and under the auspices of Wiltshire Children Safeguarding Board a task group is researching what action is required to better safeguard more vulnerable children with diverse needs from CSE.

Pursue (Perpetrator prosecution and disruption)

26. Working together with dedicated CSE Police, the CSE Specialist Workers have made major contributions to pursuing and disrupting perpetrators providing external controls which have served to safeguard individual children and prevent others being groomed and abused. Emerald Team have also forged effective working relationships with key agencies who have regulatory powers which can be deployed to disrupt perpetrators where prosecution is not yet possible   At the time of writing, 12 perpetrators are identified and subject to disruption tactics, police investigation or monitoring coordinated through MACSE. A further 14 perpetrators have been closed to MASCE since May 2016 having been effectively dealt with by prosecution or their behaviour disrupted by various means including council and housing society injunctions, Sexual Risk Order and Bail.

Overview & Scrutiny Engagement

27. The Children's Select Committee established a Child Sexual Exploitation task group between April 2015 and September 2016.

    The task group initially focused on scrutinising and developing the "prevent" strand of the Wiltshire Child Sexual Exploitation Action Plan. The remit of the task group broadened to cover monitoring the implementation of the action plan and how effectively Wiltshire Council raises awareness of child sexual exploitation, including the delivery of training and clarity of roles across the organisation.

    A final report of the task group was endorsed by the Children's Select Committee on 6th December 2016 and an executive response to the recommendations within the report was received by the committee on 31st January 2017.

Safeguarding Implications

28. Safeguarding young people is the primary outcome of the CSE action plan.

Public Health Implications

29. The are no further public health implications arising from the report

Procurement Implications

30. The are no obvious procurement implications to this report.

Equalities Impact of the Proposal (detailing conclusions identified from Equality Analysis, sections 4 and 5)

31. There are no specific equalities impacts arising from this update

Environmental and Climate Change Considerations

32 There are no Environmental or Climate Change implications related to this action plan update.

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

33. No decision required.

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

34. No decision required.

Financial Implications

35. There are no direct financial implications arising from this report.

Legal Implications

36. As this report is for noting there are no direct legal implications. However as a failure to take comprehensive action to tackle CSE will leave children and young people at risk this report does assist the Council to fulfil its statutory duties to safeguard the vulnerable by providing senior member oversight of the Wiltshire Council's Child Sexual Exploitation (CSE) Action Plan.

Carolyn Godfrey
Corporate Director, Children's services

Report Author:

Blair Keltie, Service Manager CSE and Missing Children

3 July 2017

Background Papers

None

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Wiltshire Council

Cabinet

20 June 2017

Subject: **Wiltshire Council Draft Business Plan 2017-2027**

Cabinet Member: Baroness Scott of Bybrook OBE, Leader

Key Decision: **Yes**

Purpose of Report

1.   This is a covering report for the council's draft Business Plan for 2017-27. The Business Plan sets the council's overarching strategy for the next ten years. Its purpose is to enable the Corporate Leadership Team to lead and manage the organisation to achieve the priorities and objectives set by elected members.

Proposal

2.   Cabinet is asked to:
   - Agree to seek feedback on the draft Business Plan from Overview and Scrutiny and other key partners;
   - Agree to review feedback at its next meeting on 3 July, in preparation for a final draft to be considered at Full Council on 11 July 2017.

Background

3.   The Business Plan is an important document which sets the council's strategic direction, priorities and key actions.

4.   Wiltshire Council approved its first business plan and supporting financial plan (2011-15) in February 2011. The second business plan for 2013-17 was agreed at the start of the council's second term.

5.   A draft Business Plan for 2017-27 is attached as Appendix 1. It continues to build on and extend the vision, goals and achievements from previous business plans – and to reflect the priority areasfollowing the recent elections.

6.   The new draft Business Plan has been prepared to reflect:
   - the significant external challenges and changes that the council will face over the coming years; and,
   - changes to the way the council will have to operate to manage these challenges.

Main considerations for Cabinet

7. The draft Business Plan is split into three main sections:

    o   The vision of strong communities, is underpinned by three priorities of growing the economy; strong communities; and protecting the vulnerable. Under each of the priorities, goals set out the actions and what will be different in the future.

    o   An explanation of what we will do – above and beyond business as usual - to deliver our goals, together with an explanation of why the goals are important and the challenges that need to be managed.

    o   How we will do business – Wiltshire Council's approach to managing change and ensuring an innovative and effective, healthy, high-performing organisation, working with partners and communities. This includes a focus on digitisation, commercialisation and the One Wiltshire Estate programme.

8. The new business plan will shape a portfolio of work to improve how we deliver services for communities and businesses across Wiltshire. There will be changes to our services, including an increased focus on prevention and early intervention, to reduce demand for some of our services - so people get help as early as possible to prevent problems escalating.

9. Alongside this we will integrate health and social care to meet the increasing demand for care services. There is also a need to work closer with our partners on public protection and for greater personalisation of care and safeguarding services, focused on the needs of families and individuals.

10. We will work with our communities to encourage them to do more for themselves including the transfer of assets and services and enabling greater digital access to all services – 24/7, on line, digital by choice.

11. We will continue to build on the One Public (Wiltshire) Estate work, working with partners to be an innovative and effective council with more joined up working and sharing of resources with police, fire, health and other key partners.

12. Close working with local businesses and neighbouring authorities will continue to be important to deliver development and high skilled employment for the county. As will be the drive to have high quality schools, Further Education and Higher Education provision, good roads, transport networks and employment sites, as well as sufficient housing and clean, attractive and safe environments.

13. The draft Business Plan articulates a framework to ensure the council delivers and is flexible and responsive. This includes:
    *   An approach to delivering the council's services through eight 'innovative and effective council' themes. Multi-year service plans will be developed

reflecting these themes and updated on an annual basis;
- A financial model which is updated quarterly as part of the budget monitoring and setting process and a performance model which reports to cabinet quarterly.

Safeguarding considerations

14.   The draft plan identifies **'protecting the vulnerable'** as one of the three priorities for Wiltshire, with goals for ensuring early intervention, seamless care and care that puts people in control.

Public health implications

15.   The draft plan identifies '**strong communities**' as one of the three priorities for Wiltshire, with goals for personal wellbeing, community wellbeing and safe communities. This recognises that investment in public health can play an important preventative role and reduce costs in services (including those of our partners).

Environmental and climate change considerations

16.   The draft plan identifies '**growing the economy'** as one of the three priorities, with goals for transport, housing and environment and highly skilled jobs. These include actions to tackle congestion, ensure development takes place where needed and deliver sustainable tourism.

Equality Analysis of the Proposal

17.   The draft plan continues to identify protecting the most vulnerable in our communities as a key priority for the council.

18.   The equality implications of the council's major long-term strategies, programmes and plans have already been approved and were taken into consideration in developing the draft plan and equality analysis will be undertaken for new proposals as these are developed.

Financial Implications

19.   The appendix to the Business Plan sets out the financial assumptions for the next four years, drawing on the recent four-year budget deal for the county

Legal Implications

20.   The Policy Framework of the Council's constitution makes clear that it is a function of full council to approve the Business Plan.

Next steps

21.   A draft of the Business Plan will be prepared for consideration at Cabinet on 3 July, incorporating feedback from scrutiny and partners. Full Council will consider a new draft on 11 July.

22.   The consultation and communications timetable is as follows:

1 June	Heads of Service briefed on the draft plan, invited to make comment, and asked to discuss draft plan with their staff at team meetings
20 June	Cabinet meeting
21 June	Overview and Scrutiny
30 June	Discussion with partners on Wiltshire Public Services Board
3 July	Cabinet meeting
11 July	Full Council
12 July	Final design version of business plan to be published online and an easy-read version to be produced
12 July	Media briefing/launch of new plan
12 July	Business plan to be issued to all staff and members electronically
13 July	Managers' Forum – update to Heads of Service. HoS to be asked to continue discussing with their teams
November	Business plan will be the focus for interactive staff engagement forums in Trowbridge, Chippenham and Salisbury

Dr Carlton Brand **Carolyn Godfrey**
Corporate Director **Corporate Director**

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Date of report: 12 June 2017

Background Papers
None

Appendix:
Draft Business Plan

Wiltshire Council Business Plan 2017-2027

Introduction

Wiltshire is a thriving county that enables and positively encourages healthy living in strong, inclusive and prosperous communities. We are proud of our heritage and for having a strong community spirit where people in communities come together to support each other, take part in events and activities, and take responsibility for what matters to them. That is what makes us unique and it's at the heart of everything we do.

Our vision is to create strong communities in Wiltshire

Over the last decade the council, with its public and voluntary sector partners, has improved people's lives and helped businesses to develop and relocate in Wiltshire. Looking ahead to the next decade, we plan to continue that success. This business plan sets out our priorities and how we will deliver them working closely with local communities and partners; as well as investing in technology to make it easier for residents and businesses to engage with us and resolve matters more quickly. The following pages set out in more detail the goals that underpin our priorities and how we will deliver them. Our key priorities are:

Growing the economy

We want to continue sustainable growth in our communities, and grow the skills of the local workforce so that we can continue to attract and retain high value businesses in Wiltshire. To do that we also recognise we need to have high quality schools, colleges and Higher Education provision, good transport networks and employment sites, as well as sufficient housing in clean, safe and attractive environments.

Strong communities

We want people in Wiltshire to be encouraged to take responsibility for their well-being, build positive relationships and to get involved, influence and take action on what's best for their own communities - we want residents to succeed to the best of their abilities and feel safe where they live and work.

Protecting those who are most vulnerable

We want to build communities that enable all residents to have a good start in life, enjoying healthy and fulfilling lives through to a dignified end of life. We will provide people with the opportunities and skills to achieve this by investing in early intervention, prevention and promoting community inclusivity. Where care is needed, health and social care will be delivered seamlessly to the highest standards. For the most vulnerable we will work with closely health and the voluntary sector to provide appropriate, local, cost efficient and good quality care packages, support and facilities.

An innovative and effective council

Looking ahead, we must continue to be innovative in how we work. Doing things differently means that some difficult decisions will need to be made – these may not always be universally popular – but they will be necessary so that the rising demand for some services can be met. We will also focus on generating income by adopting a more commercial approach in what we do and seizing the opportunity to work with businesses for mutual benefits. By working closely with communities, businesses and public sector partners we can achieve so much more and together we can make Wiltshire an even better place to live, work in and visit.

We will continue to make Wiltshire a special place where communities are strong, more connected and able to cope with any challenges they face.

Baroness Scott of Bybrook OBE, Leader, Wiltshire Council

Wiltshire Council Business Plan 2017-2027

Our vision is to create strong communities

Our priorities are:

Growing the Economy	Strong Communities	Protecting the Vulnerable

Our goals are:

Highly Skilled Jobs (Employment)	**Community wellbeing (Localisation)**	**Early Intervention (Prevention)**
I can develop my skills & get a good job	I can get involved and influence locally	I get the help I need as early as possible
- Good schools results	- Strong community leadership	- Proactive Early Help & Children's Centres' services.
- More apprenticeships and improved access to Further and Higher Education	- More services & assets devolved to parish councils & community groups	- Schools that help all pupils achieve
- More businesses start-up, grow & invest in Wiltshire	- More Neighbourhood Plans	- Reduced social isolation & loneliness
- More sustainable tourism and rural jobs	- More volunteers and work with VCS	- Improved mental health
	- High recycling rates & reduced litter	- Increased support for carers
	- Military & Civilian communities are well integrated	

Housing and Environment (Development)	**Safe Communities (Protection)**	**Joined up Health & Care (Integration)**
I live in a good home I can afford	I feel safe	I receive seamless care
- More affordable homes to rent & buy	- Good regulation and consumer protection	- One service for health and social care
- Development where it is needed (implementation and review of core strategy)	- Reduction in Anti Social Behaviour	- Improved outcomes for children with a disability and care leavers
- Successful return of the British Army from Germany to Wiltshire	- Reduction in substance misuse	- Improved support for those with Mental Health or Learning Disabilities
- Public land released for homes & jobs	- Reduced road casualties	- More social workers embedded with NHS teams
	- Reduced risk of floods	- Targeted support for complex cases

Transport and Infrastructure (Access)	**Personal wellbeing (Prevention)**	**Empowering & Safeguarding Families and Individuals (Personalisation)**
I can get around and access good services	I can take responsibility for my wellbeing	I get the right care, right place, right time
- Road infrastructure is improved	- Healthier population	- Services put you in control
- New infrastructure to support housing & employment growth	- Good countryside access and cycling and walking opportunities	- Agencies work together to safeguard
- Improved strategic roads & rail	- Improved leisure provision through new campuses & community hubs	- Looked after children are safe & well
- Accessible public transport services		- Suitable accommodation in place for vulnerable younger and older people
- Regeneration of town centres		- Care is at or as close to home as possible
- More areas with fast broadband		

Working with partners as an innovative and effective council

Community Involvement	**Commercialism**	**People**	**Change**
Robust decision making which is open, inclusive, flexible and responsive	An efficient, commercial and long term approach with an increase in trading of our services and £45m savings by 2021.	An outstanding workforce with a can-do attitude - supported through clear career paths, talent management and learning and development	Transforming services through systems thinking, underpinned with a rigorous programme approach.

One Wiltshire Estate	**Digital**	**Performance**	**Delivering together**
Shared estate with public partners and a strategic, commercial approach.	Use of dynamic, digital technology and shared records with partners.	A focus on customers and delivering good outcomes	Designing services with communities; considering new delivery models and joint commissioning with partners

Wiltshire Council Business Plan 2017-2027

Delivering our priorities

This business plan outlines the priorities of the elected councillors in Wiltshire and how these will be delivered in the coming years. For each of the three main priorities, a set of goals are outlined which will be the basis for measuring our success. These goals describe what will be different in future.

For each goal set out in the diagram, actions describing how we will deliver each goal are provided in this plan. The council currently provides more than 300 services – everything from pre-birth through to the registration of a death - so these actions do not describe everything that we do, but the additional activity and what will be done differently, to deliver each goal is described.

Our overall vision to deliver strong communities continues, but there will be some changes to our services, including:

- An increased focus on **prevention** and **early intervention** to reduce demand for some of our services - so people get help as early as possible to prevent problems escalating
- More **localisation** by passing assets and services to local towns, parishes and community groups to deliver
- **Integration** of health and social care to help meet the increasing demand for care services
- Greater **personalisation** of care and safeguarding services, focused on the needs of families and individuals
- Closer working with Wiltshire Police and Dorset and Wiltshire Fire and Rescue Service on public **protection**
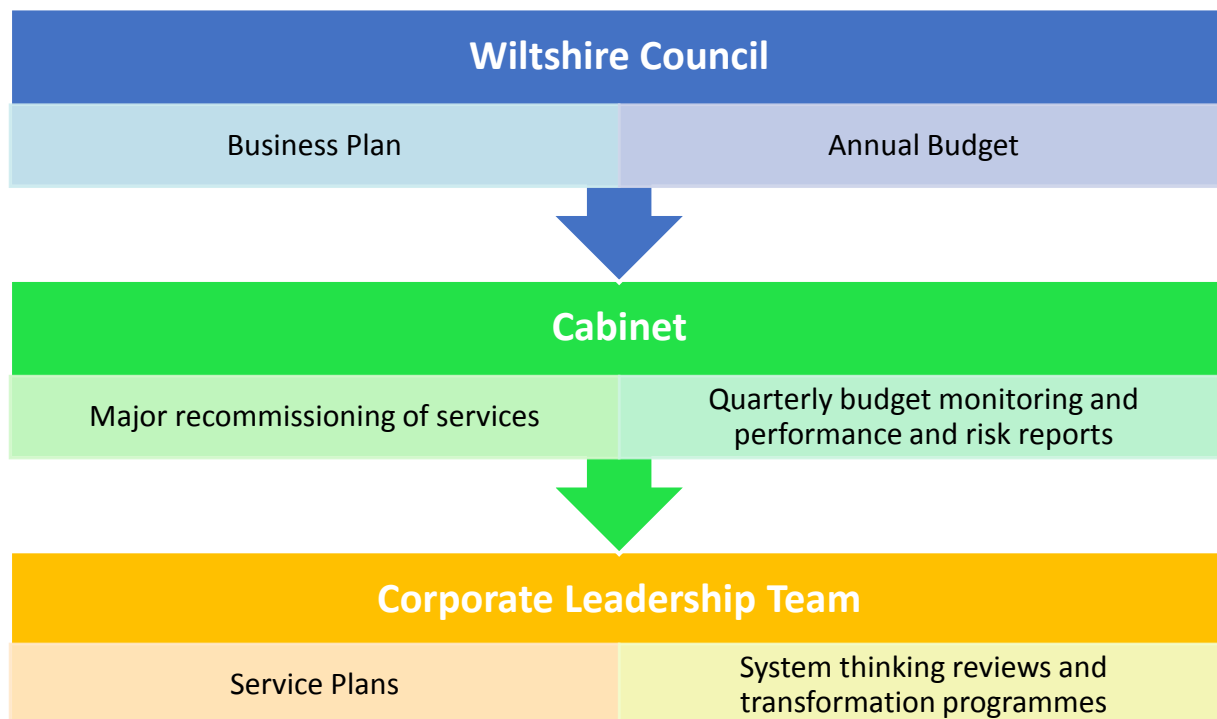
Working with local businesses and neighbouring authorities will be important to deliver new **development** and high skilled **employment**. A strong and sustainable economy across Wiltshire is vital for delivering other priorities. Wiltshire Council will:

- Enable greater **digital** access to all services so that more of our services are automated and customers can book, pay and do online when they want to; 24/7
- Focus more on **commercialisation** of its services (maximising every opportunity to generate income and operate in a more business like way)
- Build on the **One Wiltshire Estate** work sharing resources and assets with the NHS, Fire and Police and other public sector partners
- Continue to involve **communities** and encourage them to do even more for themselves

The challenges we face will continue - these include:

- Financial challenge – we need to make £45m of savings by 2021 – and this will mean some difficult decisions for the new council
- Increasing demand (accounting for an ageing population and other factors) – prevention, early intervention and integration will be essential to address this
- Continuing to safeguard those who are most vulnerable, and manage the increasing costs

To meet these challenges, we will develop transformation programmes to cover the areas highlighted above. Alongside these programmes, service areas will set out their plans to transform these services against a backdrop of constrained resources (covering all the elements of how as an innovative and effective council we will work with our partners). The service plans will be updated annually, signed off by the Corporate Leadership Team, and used to inform the annual budget setting agreed by full council. Progress reports on finance, risk and performance will be provided quarterly to cabinet. Cabinet will also sign off on the re-commissioning of services in line with these plans, wherever necessary. This approach builds on the progress we have made since becoming a unitary authority in 2009, and is a vital way to ensure open democratic oversight and accountability of how we plan ahead and continue to make the best use of our resources.

[Carlton Brand and Carolyn Godfrey, Corporate Directors]

Wiltshire Council	
Business Plan	Annual Budget

Cabinet	
Major recommissioning of services	Quarterly budget monitoring and performance and risk reports

Corporate Leadership Team	
Service Plans	System thinking reviews and transformation programmes

? What will this Business Plan mean for me?

'As a young person, I get the help I need as early as possible, I go to a good school, can make good choices and am kept safe'.

'As an adult or family, I find it easy to get around and access services, live in a good home and have a good job. I can get involved in issues that are important to my local community'

'As an older person, services are tailored to me and joined up with the NHS where appropriate'

'As an employee I understand how my role fits in delivering the council's vision and priorities. What I do is helping to make communities stronger and more able to cope and do things for themselves. This means our resources; including me, can be focused on helping those who are most vulnerable'.

'As a newly elected unitary councillor, this plan has provided clarity of where the council is heading and what's important to Wiltshire. I have a better understanding of the priorities and where the council's resources need to be allocated to deliver these'.

<div style="background-color:orange; color:white;">**Growing the Economy**</div>

Highly Skilled Jobs (Employment)
"I can develop my skills and get a good job"

Why is this important?
We know that to create a thriving local economy we need to continue to create and safeguard jobs. We also need a workforce with the right skills to ensure we keep unemployment figures below the national average, provide the skills that Wiltshire businesses need, and encourage more young people in the work place. We have had some success at this – in the last 9 months of 2016 over 2000 jobs were created; 1600 businesses supported, 62 start-ups supported and 4000 people supported with training and skills development.

What are the challenges?
There is an ongoing need to ensure that we have enough school places in 'good' or 'outstanding' schools whether these are local authority schools or academies. 96% of children in Wiltshire are currently in good or outstanding schools and there is a need to continue to champion educational excellence so that all children achieve their potential.

The Apprenticeship Levy begins in 2017, and provides an opportunity to work with local employers to further increase apprenticeships. Currently, 2.7% of our young people are not in education, employment or training. Relatively low progression rates to Higher Education, given the lack of a university within Swindon and Wiltshire, also needs to be addressed alongside higher level skills gaps in priority sectors (such as Science, Technology, Engineering and Maths).

Goal	What we will do
Good schools' results	Promote high educational standards for all children, working closely with education providers, schools, colleges and academies. This will be through securing new schools for a growing population, improvement advice, brokering school to school support and wider partnerships and providing support for leaders and governors.
More apprenticeships and improved access to Further and Higher Education	Increase local provision of Higher Education (HE) facilities and courses, increasing progression at 18 into HE. Encourage progression from Level 3 to Level 4, growing higher level skills across the county.
	Support schools, Further Education (FE) sector, Higher Education Institutions (HEIs) and training providers to increase participation in education, training and employment. Develop the Swindon and Wiltshire Enterprise Advisor Network, linking schools with local businesses to improve employability and aspirations.
	Deliver an Apprenticeship Growth Plan for Wiltshire in partnership with schools, training providers and employers. Grow Higher and Degree Level Apprenticeships.
	Support military returners and leavers.
More businesses start-up, grow and invest in Wiltshire	Use £70m secured for Wiltshire and Swindon as part of the Growth Deal to grow the skills base and support business growth and develop the life sciences cluster, high value jobs & commercial opportunities. Continue initiatives such as Wiltshire Business Support Service; The Enterprise Network; Business Wiltshire and Wiltshire 100.
More sustainable tourism and rural jobs	Support and assist local businesses with marketing Wiltshire appropriately for tourism; and protect and enhance the environment to encourage sustainable tourism.

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Housing and Environment (Development)
"I live in a good home that I can afford"

Why is this important?
Improving housing supply is critical for ensuring people can live and work locally and play an active part in their community. The core strategy for Wiltshire states that at least 42,000 homes need to be built between 2006 and 2026. In the first 10 years, just under 20,000 homes have been built, with 1731 built in 2015/16. We will use our duties and powers to ensure development takes place where needed, while minimising impact on the environment and securing enhancement wherever possible.

What are the challenges?
Getting enough housing in the right places, with jobs nearby, whilst ensuring it is affordable and respecting the environment, requires a careful balance. With house prices in Wiltshire now roughly 11 times the local income the ability to access affordable housing is increasingly important. Currently, there are around 1900 families on the social housing register and welfare reforms (such as the roll out of universal credit and a benefit cap) may make it more difficult for some individuals and families to access good quality housing. The relocation of 4,000 additional Army personnel and their dependents to the Salisbury Plain area by 2019 is important for Wiltshire. We are proud to be a military county and we are actively planning and preparing for the return of these troops from Germany.

The continuing financial pressures means there is a need for all public-sector organisations to review and rationalise their estate – freeing up land to deliver new homes, jobs, capital investment, environmental enhancements and improved services.

Goal	What we will do
More affordable homes to rent and buy	Implement a new Housing Strategy Make best use of existing stock - return long-term empty homes to use, make adaptations for disabled and older people, and remodel accommodation to ensure that it meets current housing needs Increase the supply of and access to affordable housing by working in partnership with developers and Registered Providers (social landlords) Work with the private sector to improve delivery and access to private sector housing, including rent to buy.
Development where it is needed	Continue to implement the Wiltshire Core Strategy – achieving targets for housing development and employment land in each community area across Wiltshire (enabling more people to live closer to work) Undertake a review of the strategy to update Development Plan policy documents.
Successful return of the British Army from Germany to Wiltshire	Continue to implement the Army Basing Programme through the Wiltshire Military-Civilian Integration (MCI) Partnership; ensuring the right infrastructure and sufficient places in local schools, GP surgeries and other services.
Public land released for homes and jobs	Identify publicly owned assets and estates for release through the One Wiltshire Estate Partnership Bid for further funding from the One Public Estate Programme to accelerate delivery of homes and jobs on surplus public land, including former MoD sites

Wiltshire Council Business Plan 2017-2027

Transport and Infrastructure (Access)
"*I can get around and access good services*"

Why is this important?
In Wiltshire, we have ambitious plans to grow the local economy in a sustainable way. We want people to be able to get around easily and access good services, including through digital channels. This requires investment and the outcome of this investment is vital for the future prosperity of the county.

What are the challenges?
Part of addressing this challenge is tackling the historic maintenance backlog on the roads. Whilst this has, and continues to be reduced (241km of roads were repaired in 2015/16), more investment is needed to bring the county's roads to an acceptable state. Alongside this, there is increasing congestion and several 'pinch points' on the road network; and new infrastructure is required to unlock future growth in housing and employment.

The rural nature of much of Wiltshire can make access to towns for jobs and services difficult for some residents. Demand for public transport is likely to increase based on the growth in the ageing population and this will become more important in helping to tackle issues such as social isolation (along with other measures such as encouraging walking and cycling in the local community). Around 50% of all bus service mileage in Wiltshire is fully funded by the council on the basis that it supports wellbeing by reducing social isolation and supports employment for people in rural areas; and would not otherwise be operated. Alongside this, 40% of business premises in Wiltshire have been helped to access superfast broadband where it may not have been commercially viable - but parts of the county still cannot access superfast broadband. The changing way that people shop is altering the nature of many town centres.

Goal	What we will do
Road infrastructure is improved	Improve asset management and use of investment to improve the condition of Wiltshire roads (implementing our Highways Asset Management Strategy)
	Promote and further develop the MyWiltshire app to improve and increase the reporting of issues.
New transport infrastructure to support housing and employment growth	Bid in further rounds of government funding (which will be a competitive process and require project development and assurance work) to build on the success to date and deliver the Swindon and Wiltshire Strategic Economic Plan.
	Explore funding sources and secure planning obligations to fund new infrastructure; and put in place supply chains capable of the timely delivering of new infrastructure.
Improved strategic roads and rail	Promote with Department for Transport and Highways England improvements to the A303 and North-South connectivity across Wiltshire
	Develop and deliver a rail strategy promoting more local services; and the regeneration of rail stations.
Accessible public transport services	Fund public transport provision through the income generated on council owned car parks.
Regeneration of town centres	Work with town and the city councils to pursue regeneration opportunities at Bowyers and East Wing sites in Trowbridge, Chippenham Station and the Maltings and Central Car Park in Salisbury (amongst others).
More areas with fast broadband	Invest in Wiltshire Online to support the government's 95% coverage target for superfast broadband in 2017 and 100% thereafter.

Strong Communities

Community wellbeing (Localisation)
"I can get involved and influence locally"

Why is this important?

We want to make it easy for everyone to participate and engage in their community and in public services and decisions that will affect their local areas. We want to help communities and local organisations to experiment with new innovative solutions to local issues. We will build on our existing local working in area boards and with parish and town councils to devolve services to local areas. Similarly, thousands of volunteers provide support improving Rights of Way, maintaining countryside sites and the local environment and supporting the library service – amongst many other things! We want to support these volunteers and develop new opportunities for more volunteers to get involved.

What are the challenges?

Neighbourhood planning gives communities a greater say on the future development of their area. As of April 2017, 9 neighbourhood plans have been 'made' in Wiltshire and 50 additional neighbourhood areas designated, enabling plans to be prepared. Supporting local communities on issues such as fly-tipping and littering, which are costly to address, is also important. There were 2,700 reports of fly-tipping in 2015/16 and 2300 enforcement actions. Currently around 45% of household waste is recycled. And with the increase in military numbers in Wiltshire due to army basing there is an even greater need to ensure military and civilian communities are well integrated.

Goal	What we will do
Strong community leadership	Work with the Boundary Commission to ensure that divisions reflect local community interests and identities and deliver effective local government. Review area board arrangements and support community-led action planning with information, project banks and grants. Support Community Area Transport Groups with additional substantive schemes and build on the programme of devolving funding for services such as youth activities, health and wellbeing.
More services and assets devolved to parish councils and community groups	Develop a new Asset and Service Devolution and Community Asset Transfer Policy; and a process for prioritising further town-based packages for transfer, based on the approach with Salisbury City. This is likely to include the larger towns and some of the smaller towns in the first phase.
More Neighbourhood Plans	Support parish and town councils to progress their Neighbourhood Plans, particularly those seeking to provide more housing.
More volunteers and work with the Voluntary Sector	Develop further volunteering opportunities through a volunteering strategy. Work with the Voluntary and Community Sector (VCS) according to the principles of the Wiltshire Compact and develop a new VCS strategy
High recycling rates and reduced litter	Increase opening hours at household recycling centres, where appropriate; deliver a new waste contract and recycling collection service; and support community initiatives such as litter picks and activities that reduce waste.
Military and civilian communities are well integrated	Promote the community covenant and deliver additional projects funded with Armed Forces Covenant Grants. Work to embed military representation on the relevant area boards and school governing bodies; and improve public access to MoD sports facilities. Ensure military personnel, their dependents and veterans suffer no disadvantage in access to services compared to the local population.

Safe Communities (Protection)
"I feel safe"

Why is this important?
Wiltshire is one of the safest counties in England. However, a range of factors contribute to how safe we feel. For example, whilst fewer people have experienced or witnessed anti-social behaviour in recent years, the perception that there is a high level of anti-social behaviour has not fallen.

What are the challenges?
New challenges for consumer protection include the rise of the online economy and the 'Internet of things' resulting in potential for fraud and identity theft. Whilst overall illegal drug use has fallen in recent years, and is expected to continue doing so, cannabis use amongst children is high in comparison with other areas.

On our roads, each fatality or injury results in financial losses and impacts on well-being of people. The number of fatal or serious collisions on Wiltshire maintained roads reduced by 5% in the most recent set of figures.

In addition to this there is climate change, with more extreme weather expected in future years, and an ongoing need to ensure good plans are in place to manage any infectious disease outbreak or major transport incident.

Goal	What we will do
Good regulation and consumer protection	Work with enforcement agencies to identify and shut down abusers of new technologies. Explain workers' and consumers' rights as legislation catches up with the changes in the economy. Ensure a proportionate approach in developing the night-time economy.
Reduction in Anti-Social Behaviour	Work in partnership with the police, communities, and the youth offending team to reduce anti-social behaviour through provision of diversionary activities.
Reduction in substance misuse	Promote sensible alcohol consumption including providing challenges such as 'Dry January' and risky behaviours work with schools Invest in rehabilitation support.
Reduced road casualties	Target road safety campaigns at the most at risk groups including school children. Improve road conditions to improve safety, and implement road safety improvement schemes to reduce casualties by 40% by 2020 (from the levels of those killed or seriously injured in 2005).
Reduced risk of floods and other threats	Consideration in planning decisions and highways work to implement the appropriate levels of drainage. Work with partners to ensure that emergency and recovery plans are in place and are regularly tested. Implement capital schemes to reduce the risk of flooding to properties.

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Personal wellbeing (Prevention)
"*I can take responsibility for my wellbeing*"

Why is this important?
We want to help communities become more active and self-reliant by doing things 'with' them, rather than 'to' them. Supporting people of all ages to take responsibility for their own physical and mental wellbeing is vital. This involves promoting informed choices about smoking, drugs, alcohol, sexual health, healthy eating and exercise, as well as providing opportunities for participation in clubs and activities to combat social isolation and loneliness. Inactivity and ill-health have implications not only for the individual but for the wider community; as well as a significant financial cost for public services – so tackling this is imperative.

What are the challenges?
Two thirds of the local population are currently overweight and there is a need to do all we can to provide the right environment and infrastructure to prompted more active and healthy living. Leisure facilities play a role. Last year there were over 3.5 million visits to Wiltshire Council leisure centres and initiatives such as free swimming for under 16s in the school holidays encouraged increased participation. The leisure infrastructure does however need maintaining and further investment. Similarly, while most of the adult population does not smoke, 28% of the military and 27% of routine and manual workers do still smoke. Smoking remains the greatest preventable risk to our health and in 2016, 56% of those who aimed to quit smoking were supported successfully.

Goal	What we will do
Healthier population	Deliver the Joint Health and Wellbeing Strategy and related strategies (such as the Obesity Strategy), working in partnership to move the focus from reactively supporting people's health needs to prevention of ill health and early intervention (e.g. through NHS Health Checks, health trainers and Active Health services).
	Work with employers to deliver workplace health initiatives and work with schools to implement the Healthy Schools Programme for improved physical and emotional health.
	Work with communities to encourage and facilitate activities such as participation in the Big Pledge and Big Spring Clean; and to increase the number of smoke free play parks so Wiltshire can become smoke free.
Good countryside access and cycling and walking opportunities	Promote our footpath toolkit to support volunteers, walking groups and countryside events. Promotion of events such as park runs.
	Invest in cycle paths and parks and incorporate in new developments. Support local decision makers with tools to address environments that create weight gain.
Improved provision through campuses, sports and leisure centres and community hubs	Deliver new campuses in Pewsey and Melksham and new community hubs in Devizes and Royal Wootton Bassett (that reflect the success of the Calne Community Hub); and work with Sport England to ensure local communities have appropriate overall access to public and private leisure facilities.
	Provide increased opportunities for people of all ages and abilities in Wiltshire to improve their levels of physical and mental wellbeing participation and activity.
	Review the future leisure provision to support getting people active.

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Protecting the Vulnerable

Early Intervention (Prevention)
"*I get the help I need as early as possible*"

Why is this important?
At times, we all need support. We will protect the vulnerable by intervening early, where possible, and working with partners and local communities to ensure everyone gets the support they need as soon as possible. For children, this will mean a clear focus on work in the early years.

What are the challenges?
In recent decades, pressures on families have increased, particularly for those with lower levels of income. This can increase demands on other services. The numbers of pupils that have English as an Additional Language continues to rise and children of military families can also face disruption in schooling. For those pupils receiving free school meals, 27% currently achieve 5 good GCSEs including Maths and English compared to 60% of all pupils in Wiltshire and we need to close this gap.

Rising life expectancy is great news but it can mean that many older people increasingly live alone and this can present additional challenges to their mental health and the health service. Across the population, 1 in 4 people will experience an episode of mental ill health, with increased pressure also noticeable on younger people.

Carers provide an invaluable role for those they look after and can enable their loved ones to stay at home for longer than they would otherwise. The Care Act now entitles all carers to ask for an assessment of their support needs so that they can receive support and continue in this role for as long as they feel able. Children that are carers and carers of children have similar rights.

Goals	What we will do
Proactive Early Help and Children's Centres' services.	Re-shape the way we deliver services, with more focus on providing help early in a child's life and on supporting families where parents have difficulties which affect their ability to parent effectively - through strong ongoing relationships with families and within communities.
Schools that help all pupils achieve	Work with schools to support children who are vulnerable to underachievement – including children from low-income families, those in care and those with Special Educational Needs or Disabilities (SEND). Extend the Swindon and Wiltshire Enterprise Advisor Network into special schools and the Virtual school to improve employability.
Reduced social isolation and loneliness	Work with the area boards' health and wellbeing groups, Younger People Champions and Older People Champions to identify appropriate community schemes. Develop, fund and promote community led projects (such as youth activities, Men's Shed, day care groups, clubs) that fit with local voluntary provision. Support older people to access services online through support for Wiltshire Online volunteers and libraries. Children's centres and outreach services offer support to isolated mothers.
Improved mental health	Raise awareness and improve early access to services in schools and in the community through delivery of our Emotional Wellbeing and Mental Health Strategies.
Increased support for carers	Work with the NHS to support carers in their role, through a new Carers Strategy that supports carers to care as long as possible.

Joined up Health & Care (Integration)
"I receive seamless care"

Why is this important?
We want people to say 'I can plan my care with people who work together to understand me and my carer(s), allow me control, and bring together services to achieve the outcomes important to me'. Better care planning and coordination of services means resources can be targeted more closely on need and prevent further needs from emerging.

What are the challenges?
We're living longer, healthier lives in Wiltshire. This is something to be celebrated – but it brings with it new challenges such as helping more people that are living with long term conditions (predicted to treble in the next five years) and the need to help parts of the population with health challenges. The numbers of children with recognised Special Educational Needs and Disabilities continues to grow and there is the need for coordinated care and transitional support to adult services. Children leaving care continue to have worse lifelong outcomes than the rest of the population. Older people may live with more than one long term condition. All this increases the need for close coordination with the NHS.

Delays in providing care can lengthen recovery. Where care is needed, we want a seamless provision between health and social care with the highest standards. For the most vulnerable, close work with health and the voluntary sector to provide appropriate, local, cost efficient and good quality care packages and facilities is needed.

Complex cases will typically have interactions with many public services and targeted, tailored, support for this smaller number of individuals may help reduce the overall cost to the public purse.

Goal	What we will do
One service for health and social care	Pool and align budgets with the NHS so that an increasing number of services are planned and bought together; as per the Joint Health and Wellbeing Strategy and Better Care Plan.
Improved outcomes for children with a disability and care leavers	Ensure integrated Education, Health and Care plans are in place, with input from schools, children's services and the NHS. Develop and implement a Care Leavers Covenant to maximise the life chances of those leaving care and promote this with local public sector organisations, businesses and voluntary groups.
Improved support for those with Mental Health or Learning Disabilities	Invest in preventative measures and support into employment for as many as possible. Increase investment to deliver services that are well integrated between social care and the NHS – aligning teams where appropriate.
More social workers embedded with NHS teams	Configure our community social work teams on the same basis as community health care teams and work with the NHS to co-locate these where possible and cluster services around GP surgeries.
Targeted support for complex cases	Analyse contacts and needs and coordinate support to those with the most complex cases (for example, through blending early help and social work teams in children's services; and close working with community health services)

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Empowering & Safeguarding Families and Individuals (Personalisation)
"*I get the right care, in the right place, at the right time*"

Why is this important?
There are increasing expectations amongst the public that services should be tailored and personalised and there are new obligations under the Children and Families Act and Care Act to ensure this happens.

What are the challenges?
There were 3,961 referrals for children's safeguarding services to the Multi Agency Safeguarding Hub (MASH) in 2016/17. The MASH helps professionals who are working with vulnerable people by providing them with a collated picture of the individual and family. Different agencies work together in the same location and share information to provide a more co-ordinated, timely and proportionate response to welfare and safeguarding concerns. Currently, the number of Children in Need, Looked After, or on Child Protection Plans in Wiltshire is 2,846.

Increasing use of digital and social media by children and young people poses new challenges for safeguarding teams – such as cyberbullying, grooming and child sexual exploitation (CSE). For adults, there are new and more complex challenges in safeguarding in areas such as human trafficking, modern slavery and preventing extremism.

Welfare changes could potentially affect vulnerable younger people and their access to accommodation. At the same time, increasing numbers of older people without appropriate housing could increase demands on council and health services. Services will need to be reconfigured to address this and plans for investment in appropriate supported housing developed further.

Goal	What we will do
Services put you in control	Develop one assessment where people participate and interventions are designed to meet needs. Increase the number of personal budgets and direct payments for users of social care.
Agencies work together to safeguard	Develop the Multi Agency Safeguarding Hub (MASH) for children to provide a front door for all children's services and establish a similar model for adults. Share more information with our partners where appropriate to identify adults and children at risk and ensure safeguards are in place.
Looked after children are safe and well	Focus on meeting the needs of looked after children for a permanent home, good education and support for good physical health and emotional wellbeing.
Suitable accommodation in place for vulnerable younger and older people	Develop a new children and young people accommodation strategy and support the development of appropriate housing for those with learning disabilities and older people.
Care is at or as close to home as possible	Generate more Wiltshire placements for Wiltshire children. Reconfigure rehabilitation services and reduce demand for hospital beds through a focus on maximising independent care.

We measure our success by delivering the outcomes set out in this plan and by using systems thinking principles in the way we deliver services. We recognise that there is a need to work innovatively and effectively with partners to get maximum value for public sector spend in Wiltshire (the Wiltshire £). Within this context, we will ensure that Wiltshire Council operates as a 'healthy organisation' which has strong checks and balances in place and promotes a culture of innovation and critical analysis. This will mean working according to the principles set out in the following eight themes:

1. Community Involvement

We have robust decision making in place which is:

- Open, transparent and inclusive – based on good consultation and engagement with local communities; good legal and financial advice and scrutiny; and consideration of the impact on local communities.
- Flexible – taking place at the right level (whether cabinet, cabinet members, committee, full council, community area board or delegated to officers).
- Responsive – quick to respond to emerging needs or opportunities, where appropriate.

2. Performance

We enable sensible risk taking. We measure our success as an organisation by the goals set out in this plan and whether these are achieved. This includes measures on:

- *Volume/ Prevalence - the size of the issue being addressed*
- *Process - how effectively a service is responding*
- *Outcome – whether the service is achieving its intention*

Cabinet receive performance reports quarterly and this will be allied to budget monitoring. Further information will also be published in the Joint Strategic Assessment and Citizens Dashboard.

3. People

We empower our people to be innovative and collaborative to build strong communities. We have an outstanding workforce with a can-do attitude - supported through clear career paths, talent management and learning and development.

Our councillors, directors and managers are outstanding leaders who can communicate our vision and philosophy in a way that is understood by everyone. They work together and turn the vision into reality. We provide clear career paths for high performing staff and we encourage and develop young people as future leaders.

Our staff are innovative, open to challenge, act on feedback and learn quickly from mistakes. They embrace a Behaviours Framework and look for more effective and joined up ways of meeting residents' needs. Information technology (IT) supports our staff and customers by ensuring suitable products, infrastructure, security and support is in place together with clear, simple policies and procedures. We listen to the views of residents, including young people**.**

A new People Strategy will help us to plan for new requirements such as the apprenticeship levy and to ensure our workforce is fit for the future.

4. Commercialism

We have an efficient, commercial approach which is delivering an increase in the trading of our services. We plan for the longer term (through our Medium Term Financial Strategy and annual budgets) and we will deliver the required £45m savings over the next 4 years. With the end of the central government grant, we recognise the opportunities for growing our local business rates and council tax base.

We make sure everything we do or fund has a clear business case and adds value. We set our budget based on the contribution that spending makes to delivering our vision, rather than starting with savings to be made. We will reduce future spending requirements by investing in high quality, preventative services targeted at people who need them most. We look at the hidden impact of financial decisions on individuals and communities. We base decisions on sound financial advice, implement effective controls through our budget monitoring process and consider innovative funding options and opportunities.

5. Digital

We are an accessible, open and transparent council which engages communities. This includes:

- Serving our customers using digital tools that are convenient, easy and safe to use, efficient and reliable (including self service). This will be delivered through a new Digital Strategy.
- A strong, lean communications function which acts as the publisher of news to ensure residents, businesses, staff and elected councillors and key stakeholders (such as the media) are appropriately involved and informed.
- Maintaining a range of ways to contact the council (including new approaches on social media) and revamp of the council's website
- Publishing an increasing amount of organisational data and performance information as open data.
- Publishing information about Wiltshire to inform the public and partners about community needs (such as our Joint Strategic Assessments).
- Development of shared records with our public service partners with appropriate data protection in place.

6. Change

We transform our services through using systems thinking principles in every community and service. We look at how services work from the customer's point of view, and to measure how well they are performing. This evidence is used to design better services, with a particular focus on prevention. Systems thinking is applied to a wide range of services including children's social services, adult care, and public protection and for the transactions our customers undertake using digital channels. We also apply this approach with our partners (including police, health, fire and rescue) so we build services which work well together, with better quality delivery to customers at a lower overall cost.

The delivery of these redesigned services is underpinned by a rigorous programme and project based approach, including gateway procedures, business cases, regular checkpoints and benefits analysis.

7. One Wiltshire Estate

We have a strategic and commercial approach to managing assets. We share resources with other public services and use technology, buildings and other assets flexibly to maximise value and reduce costs.

We develop community campuses and hubs in towns across Wiltshire to enable public services to co-locate and improve customer service. This development programme also helps us reduce the numbers of buildings we own and their associated repair and maintenance costs.

As buildings are freed up we create opportunities for commercial lettings of spare space or development opportunities for jobs and homes. Any capital receipts are re-invested in improving facilities elsewhere, or used for enabling strategic land purchases for development, employment or investment.

We take a strategic approach to reducing the carbon footprint of Wiltshire Council, including considering renewable energy opportunities for our facilities when appropriate.

8. Delivering Together

Our services are designed with communities; and we consider new delivery models and joint commissioning with partners where appropriate. We involve communities and people of all ages in developing council services, including outsourced services, and we design our services to meet local needs and aspirations.

We make it easy for people to access services in locations that make sense to them. We make decisions based on data and evidence and we focus on making services work better for residents.

Our councillors champion a shared vision for all public services, act as strong advocates for people and communities and make sure Wiltshire gets a fair deal nationally.

We plan focused and committed action with a range of partners and work together to provide the best outcomes for our communities.

We work closely with our key public sector partners - including Wiltshire Police, the Police and Crime Commissioner, the NHS, Dorset and Wiltshire Fire and Rescue Service, the military, DWP and other government agencies, Wiltshire College, academies, training providers and all social housing providers, the private sector, and the voluntary and community sector - to achieve positive outcomes for Wiltshire's communities.

Wiltshire Council works through major partnerships, each supported by joint plans and strategies, to deliver the aims of this business plan.

Key partnerships:

Swindon and Wiltshire Local Enterprise Partnership	Military Civilian Integration Partnership	Children's Trust and Schools Heads' Forums
Areas of Outstanding Natural Beauty	Police and Crime Panel and Community Safety Partnership	Health and Wellbeing Board
Swindon and Wiltshire Local Transport Board	One Wiltshire Estate Partnership	Safeguarding Boards and Hubs

Wiltshire Council Business Plan 2017-2027

Corporate Planning Cycle

The council is implementing a four-year overall planning cycle in which an annual cycle will operate. This will help to support longer-term change and ties into the four-year financial settlement agreed with central government in 2016, and the timescale for future publications of the Medium Term Financial Strategy.

The council's business plan has been agreed in summer 2017. This will be followed by the creation of service plans which detail how available resources (financial and staffing) will be used to deliver the council's priorities. The information in the service plans will be used, in part, to inform the budget planning for the following year. After the completion of the budget, progress against the business plan can be reviewed and the process begin again.
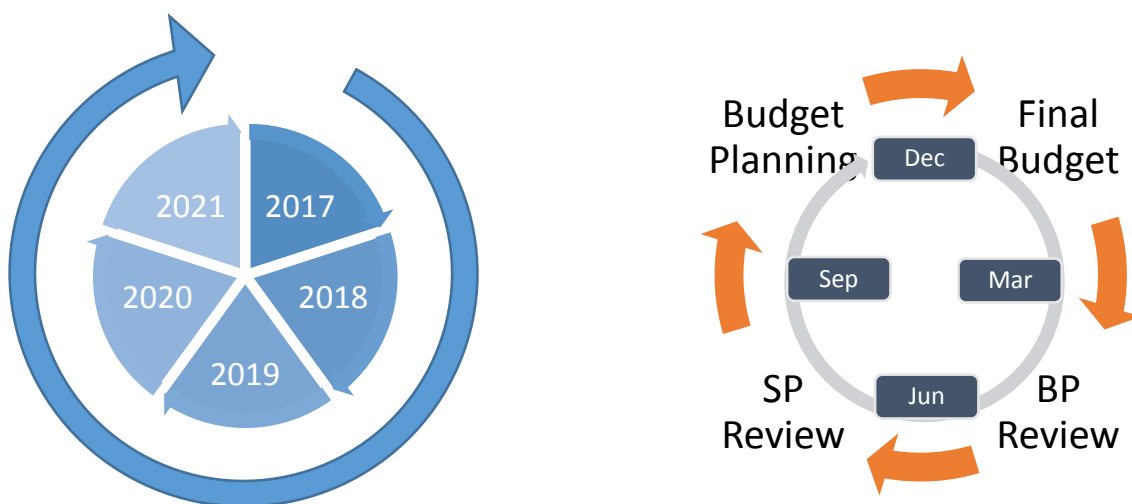
The information in service plans will be used to set out additional detail for each service against the eight 'innovative and effective' themes – including decision checkpoints, financial projections and savings, required system thinking reviews and transformation projects, corporate risks and performance measures (used to monitor progress against the goals in the business plan), staffing changes and development, asset requirements and the procurement pipeline.

Wiltshire Council Business Plan 2017-2027

Financial Summary

In October 2016, Wiltshire Council agreed a four-year deal with government, setting out the minimum funding we will receive in the years to 2020/21. This also agreed a focus on One Wiltshire Estate, the integration of health and social care, digitisation and commercialism, to deliver improved services at a lower cost – themes reflected elsewhere in this business plan. The Medium Term Financial Strategy has been updated to reflect recent additional adult social care funding as below.

High Level MTFS 4 Year Financial Model	2016-2017 Approved Financial Plan	2017-2018	2018-2019	2019-2020	2020-2021
	£m	£m	£m	£m	£m
Funding Changes					
Increase in Council Tax	(220.402)	(4.496)	(4.584)	(4.724)	(4.865)
Social Care Levy	(4.322)	(6.781)	(6.985)	0.000	0.000
Council Tax base growth	-	(1.303)	(2.305)	(2.374)	(2.445)
RSG/ Formula Grant	(34.726)	16.436	10.240	8.050	0.000
Rates Retention	(54.135)	(0.076)	(1.643)	(1.676)	(1.726)
Collection Fund	0.000	(1.546)	(0.013)	(0.009)	0.129
Other Central Grants including Educational Service Grant	-	0.000	0.000	0.000	0.000
Total Funding Changes	(313.585)	2.234	(5.290)	(0.733)	(8.907)
Other income changes in Plan					
New Homes Bonus Income changes		1.841	6.521	3.379	3.603
Fees and charges Income		(0.400)	(1.401)	(1.405)	(1.407)
Parish Council Local Council Tax Support		(0.121)	0.000	0.000	0.000
Educational Support Grant		1.819	1.774	0.000	0.000
NHS Funding for social care		0.000	(2.100)	(3.500)	0.000
Adult Social Care Support Grant		(1.800)	1.800	0.000	0.000
Adult Social Care Grant		(5.810)	(5.143)	(2.546)	0.000
Rural Supprt Grant		0.635	0.614	(0.614)	2.661
Transition Grant		0.003	3.014	0.000	0.000
Total Savings Changes		(3.833)	5.079	(4.686)	4.857
Total funding change post 15th December Provisional Funding Announcement	*note + is shortfall; () is income growth*	(1.599)	(0.211)	(5.419)	(4.050)
Original plan MTFS issued to DCLG following Council approval	*note + is shortfall; () is income growth*	6.597	0.079	(6.494)	(8.684)
Change (positive = better off; brackets = worse off than forecast originally		8.196	0.290	(1.075)	(4.634)
Increased demand costs per Business Plan					
Highways and Transport		1.300	0.000	0.000	0.000
Stimulate economic growth					
Innovative Community led approaches					
Improving attainment and skills of Young Children					
Support the most vulnerable in our society					
Adult Care		5.086	3.000	3.000	5.000
Children & Families		3.500	1.500	1.000	1.000
Investing in council houses					
Military Civil integration					
Delegate land to Parish & Town Councils					
Create Campuses		0.000	1.500	1.500	1.500
Integrate Public Health					
Develop the skill of our workforce and councillors					
Investment carried forward from 2012-2015 Business Plan					
Waste contract management and increased demand		0.000	1.000	1.000	1.000
Corporate growth					
Staffing - pay & NLW & apprenticeships		3.664	5.282	6.369	4.380
Inflation - general (not split to services)		1.000	0.000	3.000	4.000
Pension Backfunding		0.570	0.627	0.690	0.759
Use of Rural Reserves		(6.000)	6.000		
Capital Financing to fund current capital program, including campuses		0.000	0.500	0.500	0.500
Total Growth Changes		9.120	19.409	17.059	18.139
TOTAL COST REDUCTION PLAN REQUIRED		7.521	19.198	11.640	14.089
Realign our resources and secure VFM					
One Wiltshire Estate		(0.500)	(1.000)	(1.500)	(1.000)
Community Empowerment and devolution		(0.500)	(1.000)	(2.000)	(3.000)
Integrated Health Care		(0.500)	(1.250)	(2.000)	(2.000)
Commercialism		(1.000)	(1.000)	(1.000)	(1.000)
Connecting residents to enable first point of resolution through technology		(0.250)	(2.000)	(2.000)	(0.457)
Procurement efficiencies		(3.000)	(2.000)	0.000	0.000
ASC Additional Grant		5.810	5.143	2.546	
General efficiency targets to absorb pay increased costs		(6.581)	(14.091)	(3.686)	(4.632)
Fees and Charges		(1.000)	(2.000)	(2.000)	(2.000)
TOTAL COST REDUCTION PLAN		(7.521)	(19.198)	(11.640)	(14.089)

Further additional funding opportunities may present themselves during the plan period. Equally, projected income to the council from business rates is dependent on the health of the local and national economy and further legislation in this area. These will both need reflecting in future updates of the MTFS and in annual budget setting.

Wiltshire Council

Cabinet

3 July 2017

Subject: **People Strategy 2017 – 2027**

Cabinet Member: **Councillor Richard Clewer – Cabinet Member for Corporate Services**

Key Decision: **Yes**

Purpose

1. The purpose of this report is to outline a new People Strategy for 2017 – 2027 which highlights the strategic workforce priorities relating to recruitment, engagement and workforce development, and which is aligned with the new Business Plan 2017 – 2027 and Digital Strategy 2021.

Background

2. A new structure for HR & Organisational Development (OD) was implemented in June 2016. The structure and delivery model is based on a three tier service; strategic, operational and transactional, and is set against four work streams; strategic planning and delivery, resourcing, case management, and payroll/service development.

3. Key to the structure are 3 strategic business partner roles, each aligned to a corporate director (based on the council's current substantive senior management structure), and the services they lead/line manage, and a strategic delivery manager whose team develops and ensures delivery of strategies in response to corporate demand. These roles report to the head of service and will lead the work to achieve the priorities identified in the new people strategy with teams across the service, and with managers across the council.

4. A new people strategy has now been developed to take into account the demand on the HR &OD service from the business, and also on the priorities in the new business plan and the new digital strategy, both of which will have significant workforce implications.

5. The purpose of this people strategy is to define how we will manage our most important asset, and aims to ensure that we are able to attract, retain and motivate our staff to continue to develop great outcomes for communities and achieve the council's vision and priorities.

Main considerations for Cabinet

6. The new people strategy outlines our values; empowering people, innovation and collaboration, and our employee promise.

"We empower our staff to innovate and collaborate in order to build stronger communities.'

7. Outcomes for HR&OD have been identified which, as well as taking into account known demand on the service also align with the new Business Plan 2017 – 2027, the Digital Strategy 2021, and our values. There are:

    a. Our staff are attracted and recruited using innovative and creative attraction methods and social media campaigns, and have the right experience, skills and values to deliver services and to protect those that are the most vulnerable in our communities.

b. Our staff identify and engage with our employee promise which is based on our employee value proposition of **e**mpowering **p**eople, **i**nnovation and **c**ollaboration (**EPIC**), and which is embedded in the recruitment processes.

c. Our systems, practices and policies are progressive and innovative and develop and enable our staff to work together and in partnership to deliver our services to build stronger communities.

d. Our learning and development offer is supported by our use of the apprenticeship levy to improve the education of our young people, provide employment opportunities, and grow the Wiltshire economy.

8. HR&OD will aim to achieve these over-arching outcomes by prioritising work streams in the people strategy under three strategic priority areas;

a. Candidate attraction, selection and recruitment
b. Staff engagement, recognition and communication
c. Workforce development and retention

9. These priorities will be supported by work carried out across all teams within HR&OD, and working with managers across the council will aim to raise the capability and capacity of the workforce as a whole, and through the development of connections with other support services to ensure relevant expertise is commissioned to support delivery of these priorities at a both a corporate and service level. For example, by ensuring we recruit the right people at the right time, with the right attitude we will also be able to increase employee engagement, deliver efficiencies, improve performance and retention and reduce disaffection.

10. The new people strategy for 2017 – 2027 (Appendix 1) details the actions under each priority. These are high level actions, behind which will sit a more detailed plan to achieve our priorities. As with the new business plan the people strategy is a 10 year strategy and it is therefore anticipated that the strategy will change and development alongside the business plan as our workforce, and the way we deliver our services changes. Some further work to ensure the strategy is branded and includes images that closely reflect the workforce will be required prior launch.

11. Below is a summary of some of the key highlights of the new people strategy:

Candidate attraction, selection and recruitment

12. Our resourcing team are developing the recruitment offer to incorporate more innovative and creative attraction strategies, for example through social media and intelligent recruitment campaigns. Our aim is to ensure our employer brand remains synonymous with our innovative culture and transformational agenda and that our systems support high quality engagement with applicants and excellent customer service to recruiting managers.

13. The resourcing team are also developing initiatives to increase employment opportunities for those aged under 25 with a particular focus on recruiting apprentices both at entry level and higher and degree level in order to plug skill gaps, and will use our apprenticeship levy to develop our people.

14. A suite of selection tools such as personality profiling are being implemented which will be used both for workforce development as well as supporting the recruitment of high calibre staff with the right values and behaviours.

Staff engagement, recognition and communication

15. A strategic staff engagement plan is being developed to enhance and improve staff engagement. This is critical to being able to deliver the vision, outcomes, priorities and actions within the business plan and our people strategy and to ensure commitment to the future direction and vision of the council.

16. A staff engagement group called #EPIC has been launched and the group have been empowered to deliver positive change by focusing on initiatives which will drive culture change, and change the way we recognise and reward our staff.

17. A refreshed behaviours framework is being developed to clearly outline the expectations of our employees, ensuring it is modern in its approach and fit for purpose for the council's workforce of today.

Workforce development and retention

18. Organisational development now forms part of our integrated HR&OD structure and sits within the resourcing team so that we can ensure the facilitation and delivery of corporate learning and development programmes and improve the retention of our talented staff.

19. A programme of management/leadership development initiatives are currently being developed which will support and develop aspiring, developing and experienced managers to be role models of good workforce practice with the skills and knowledge to effectively lead, inspire, performance manage and engage their teams.

20. Our learning management system, grow, is being developed to provide a comprehensive performance management tool which will enable all staff to have an annual appraisal and cascaded objectives to support the vision of building stronger communities.

Overview and Scrutiny Engagement

21. The delivery of the priorities in the people strategy will be scrutinised by Staffing Policy Committee.

Safeguarding Considerations

22. The new people strategy is closely aligned with the new business plan and supports the recruitment and development of high calibre staff. Our recruitment policy and procedure ensures that appropriate safeguarding checks are carried out and training on safeguarding is provided to ensure our staff understand their responsibilities and work hard to protect the most vulnerable people in our communities.

Public Health Implications

23. There are no public health implications as a result of the proposals outlined.

Environmental and Climate Change Considerations

24. There is no environmental or climate change impacts as a result of the proposals.

Equalities Impact of the Proposal

25. The new people strategy will be equality impact assessed prior to launching once the final consultation is completed.

Risk Assessment

26. There are no risks identified as a result of the proposals.

Financial Implications

27. The current 2017/18 budget approved by Council in February 2017 allows for the delivery of the people related initiatives contained within the new people strategy.

Legal Implications

28. There are no legal implications identified as a result of the proposals.

Options Considered

29. No other options have been considered.

Proposals

30. It is proposed that Cabinet note the contents of the report and appendix 1 and support the delivery of the new People Strategy 2017 – 2027.

Barry Pirie
Associate Director People & Business

Report author: Joanne Pitt, Head of HR&OD

Appendices

Appendix 1 – Proposed People Strategy 2017 - 2027

PEOPLE STRATEGY

2017 - 2027

Wiltshire Council's business plan 2017 - 2027 outlines the vision for the council which is to create strong communities. To achieve this our key priorities are:

- Growing the economy
- Strong communities
- Protecting those who are most vulnerable
- An innovative and effective council

The purpose of our people strategy is to define how we will manage our most important asset, our staff. The strategy aims to ensure that we are able to attract, retain and motivate our staff to continue to deliver great outcomes for communities and achieve the council's vision and priorities.
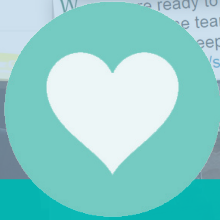
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OUR VALUES

The principle theme of the people strategy is that managers ensure that our staff identify with our values and employee promise.

EMPOWERING PEOPLE

Our staff are empowered to deliver services to our customers and are encouraged to find new ways of working to improve the customer experience. Suggestions are welcomed and opportunities are explored in order to maximise service delivery.

INNOVATION

Our systems, practices and policies are progressive and enable our staff to have improved flexibility in their roles, transparent career opportunities and the ability to share knowledge and expertise with each other for the benefit of our communities.

COLLABORATION

We provide a supportive culture where we work together to achieve more. We listen to our staff, partners and communities and do things "with" rather than "to" them. We use our strengths to help each other, and welcome new perspectives. Put simply, we know we can achieve much, much more when we work closely with, listen to and support others.

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"We empower our people to innovate and collaborate in order to build stronger communities."

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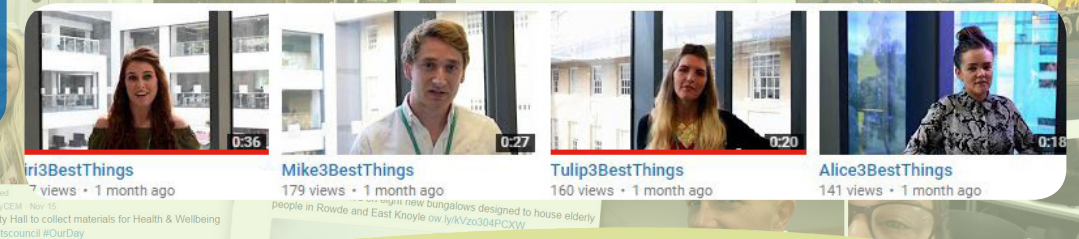# CANDIDATE ATTRACTION, SELECTION AND RECRUITMENT

OUTCOME: Our staff are attracted and recruited using innovative and creative attraction methods and social media campaigns, and have the right experience, skills and values to deliver services to protect those that are the most vulnerable in our communities.

- Develop and deliver intelligent, timely and cost effective recruitment campaigns in order to attract high calibre candidates using innovative technology platforms including social media and direct sourcing. Develop relationships with media agencies to meet the needs of recruiting managers and promote our positive brand image.

- Using a cost effective, fit for purpose talent relationship management (TRM) system, provide a high quality candidate experience which supports the development of talent pools and direct sourcing, and delivers quality management information.

- Work in collaboration with our provider of interim staff to support our drive to reduce volume and spend on interim staff whilst sourcing quality candidates to meet temporary service needs.

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CANDIDATE ATTRACTION, SELECTION AND RECRUITMENT

- Develop initiatives to increase employment opportunities for those aged under 25 with a particular focus on recruiting apprenticeships both at entry level and higher and degree level.

- Collaborate with organisations to develop ways to reach out to under-represented groups of employees with protected characteristics.

- Develop a suite of selection tools and policies such as personality profiling which will be used for workforce development as well as supporting the recruitment of high calibre staff with the right values and behaviours.

- Ensure our candidate attraction, selection and on-boarding processes (including induction events) positively promote our employer brand, and use recruitment analytics to provide evaluation and continual improvement.

Wiltshire Council @wiltscouncil · Oct 24

Our employee Megan Mounty is one of the south west's top apprentices, after being recognised in the NAA's 2016 ow.ly/PfOl305tmTe

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STAFF ENGAGEMENT, RECOGNITION AND COMMUNICATION

OUTCOME: Our staff identify with our employee value proposition of empowering people, innovation and collaboration (EPIC), which is embedded in the recruitment process.

- Develop the staff engagement group to deliver positive change, empowering people to improve how we recognise and reward staff, driving innovation to improve how we work, and collaborating with others to improve how we communicate interactively, engagingly and effectively.

- Develop innovative approaches to gauging and improving staff engagement levels through corporate surveys, 'pulse' surveys for instant feedback, corporate, service and team focussed initiatives and improved management awareness of engagement issues and solutions.

- In collaboration with the communications team develop comprehensive internal messaging and information sharing tools using our employer brand to ensure a consistent message. Design and develop the annual staff engagement forums as an opportunity for staff to have a voice and be heard.

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- Encourage innovation through mechanisms to capture and act on staff suggestions and ideas for improvement, using social and virtual platforms such as the employee engagement group, the development network and grow social groups.

  Support the 2021 plan for digitalisation to deliver a digitally enabled workforce where employees are encouraged to be innovative, creative and adaptable to meet the needs of the business.

  Embed a refreshed behaviours framework which clearly outlines the expectations of our employees, ensuring it is modern in its approach and fit for purpose for the council's workforce of today.

- Collaborate across the public sector to explore opportunities to work with the NHS, Fire and Police and other partners to create greater efficiencies and deliver our priorities.

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WORKFORCE RETENTION AND DEVELOPMENT

Outcome: Our systems, practices and policies are progressive and innovative and we develop and enable our staff to work together and in partnership to deliver our services to build stronger communities. Our learning and development offer is supported by the apprenticeship levy to improve the education of our young people, provide employment opportunities, and grow the Wiltshire economy.

- Deliver a programme of management / leadership development initiatives which supports and develops aspiring, new and existing senior managers to be role models of good workforce practice with the skills and knowledge to effectively lead, inspire, performance manage and engage their teams.

- Deliver a comprehensive suite of statutory and mandatory training to ensure all staff and managers can perform their jobs competently and legally within our communities.

- Develop grow as both our learning management system, and also as our comprehensive performance management tool to ensure all staff have an annual appraisal and cascaded objectives to support the vision of building stronger communities.

#StaffEngagementForum in full flow now!

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WORKFORCE RETENTION AND DEVELOPMENT

- Collaborate with local and national educational establishments and colleges to procure learning for our apprentices, graduate placements and internships.

- Access apprenticeship levy funding to support the workforce with succession, progression and redeployment, and offer learning loans for professional qualifications to support personal development and progression, empowering staff to have a 'career is my asset' mindset.

  Deliver packages of cultural, behavioural and attitudinal initiatives which aim to build organisational capability and capacity and improve collaboration. Embed our behaviours through coaching, mentoring, action learning, facilitation of cultural and train the trainer programmes.

- Deliver a blended programme of learning and development that is aligned with demand identified in services that will enable staff to develop the right skills that support the delivery of the business plan.

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Cabinet

3 July 2017

Subject: **Draft Digital Strategy 2017 – 2021**

Cabinet Member: **Councillor Phillip Whitehead, Cabinet Member for Finance, Procurement, IT and Operational Assets**

Key Decision: **Yes**

Executive Summary

The Wiltshire Council Digital Strategy 2017 – 2021 sets out how as an organisation we can harness technological opportunities to deliver the council's priorities and outcomes by making our services more easily accessible for our customers, maximising the potential of our workforce, working more collaboratively across the local public sector, and delivering operational efficiencies (especially through automation) whilst keeping our systems and data safe and secure.

Proposal

Cabinet is asked to review feedback from Overview and Scrutiny on the Draft Digital Strategy at its meeting on 3 July, with a view to adopt the Strategy.

Reasons for proposal

The organisation has already been progressing on a digital journey. Whilst development has been made by many areas of the business, this strategy will ensure greater coordination of digital activities in an efficient and more cost-effective way to maximize the potential for cost savings and leading to an improved customer experience.

Dr Carlton Brand
Corporate Director

Wiltshire Council

Cabinet

3 July 2017

Subject: **Draft Digital Strategy 2017 – 2021**

Cabinet Member: **Councillor Phillip Whitehead, Cabinet Member for Finance, Procurement, IT and Operational Assets**

Key Decision: **Yes**

Purpose of Report

1. The purpose of this paper is to recommend the adoption of the Wiltshire Council Digital Strategy 2017 – 2021.

Relevance to the Council's Business Plan

2. Adopting a strategic approach to the use of digital technologies will enable the council to deliver its business plan priorities and outcomes by making our services more easily accessible for our customers, maximising the potential of our workforce, working more collaboratively across the local public sector, and delivering operational efficiencies (especially through automation) whilst keeping our systems and data safe and secure.

Main Considerations for the Council

3. The Digital Strategy 2017 – 2021 identifies a range of transformational digital activities across all parts of the council and proposes a strategic corporate approach. It has been consulted on across all areas of the organisation.[1]

4. The Medium Term Financial Plan to 2020/21 identifies £5m of savings through the implementation of digital solutions. The Digital Strategy identifies opportunities to deliver these savings.

5. The Digital Strategy 2017 – 2021 aligns with the national Government Transformation Strategy 2017 – 2020 and the emergent Sustainability Transformation Plan for B&NES, Swindon and Wiltshire.

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[1] The Digital Strategy will be further supported by a new ICT Technical Strategy, setting out the technical architecture.

Overview and Scrutiny Engagement

6. The Digital Strategy has been reviewed by an Overview and Scrutiny Task Group (the Digital Strategy and Implementation Task Group) who presented their report at the Overview and Scrutiny Management Committee on 21st June, with comments referred to the Cabinet Member for consideration. Amendments to the Draft Digital Strategy arising from the Task Group Review will be reported to Cabinet on 3rd July as an Addendum to the Strategy (see Appendix B to this report).

7. The Overview and Scrutiny Management Committee on 21st June agreed that the Digital Strategy and Implementation Task Group should continue oversight of the Digital Strategy, receive the draft tender document for the proposed new platform, and provide regular updates on the progress of the Digital Strategy and its implementation.

Safeguarding Implications

8. Bringing together disparate digital systems will enable a more holistic view of our customers, including the vulnerable. Having this information more readily available should ensure a swifter response to managing safeguarding risks.

9. Customer facing systems will be designed with safeguarding in mind.

Public Health Implications

10. An improved digital platform will allow for better reporting of, management of and prevention of public health issues.

Procurement Implications

11. Where new ICT solutions are required to deliver the objectives of the Digital Strategy, these will be assessed on a case by case basis through the appropriate channels. Where such new ICT solutions require a procurement these will be undertaken in accordance the Council's Procurement and Contracting regulations and in consultant with the Strategic Procurement Hub. To maximize cost efficiencies, an overarching principle will be to 'buy once use many times'.

12. A set of standard 'digital' procurement requirements have been developed to ensure that any future systems being procured include vital elements for the future development of our digital platforms. These are included in the appendices of the Strategy.

Equalities Impact of the Proposal

13. Accessible design will be a key design principle from the outset. Customer input will be included in the design phase where appropriate. Customers who face digital literacy challenges will still be able to telephone or visit the council. Officers will use the same system, but a different view to process calls and visits, thus making best use of the technology.

14. An equalities analysis will be conducted as part of this strategy.

15. Training for officers will be provided. The council supports a Digital Literacy programme through network of volunteers in the community.

Environmental and Climate Change Considerations

16. The use of digital technology so that officers, councillors and the public can attend meetings remotely will reduce the need to travel and therefore reduce carbon emissions. Additionally, where travel is required, digital technology can be used to plot more fuel-efficient routes and avoid having to return to the office for paperwork or to be allocated work tasks.

17. Having quality information available online can reduce the need to consume paper through printing.

18. The digital strategy promotes efficient data storage, such as cloud storage, to reduce the environmental impact of energy hungry data centres.

Risks that may arise if proposed strategy is not agreed and no action is taken

19. An un-coordinated approach could lead to duplication and missed opportunities with siloed solutions leading to additional cost to the council and confusion for customers.

20. The lack of a proactive approach could lead to reduced customer satisfaction as they increasingly engage with other sectors through digital channels and expect the same level of service from their local council.

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

21. A significant portfolio of work is needed to deliver the Digital Strategy and the financial savings identified through the Medium Term Financial Plan. Sufficient funds and human resource need to be made available and will be identified on a case-by-case basis. Capital funding will be applied for via the capital assets committee.

22. Future digital projects will need to fit into the outcomes of the digital strategy. Future digital projects will require review by the digital board before being initiated.

Financial Implications

23. The Medium Term Financial Plan identifies £5m of savings to be delivered through digital efficiencies. Business cases will be established on a case-by-case basis. Benefits realisation plans will be identified and monitored to ensure successful delivery.

Legal Implications

24. Information governance will be need to carefully managed to ensure security of systems, correct data sharing protocols, and that personal data is properly protected.

Conclusions

25. A final version of the Digital Strategy 2017 – 2021 will be prepared for publication incorporating feedback from scrutiny (as per the attached addendum) following consideration for adoption at Cabinet on 3 July.

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May 2017

Appendices
Appendix A – Draft Digital Strategy 2017 – 2021
Appendix B – Addendum to the Draft Digital Strategy

Background Papers
None

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A digital strategy for Wiltshire Council 2017/21

Wiltshire Council
Where everybody matters

Context

Our vision to create stronger more resilient communities continues to underpin our work and provide a clear focus on the actions we take. Our priorities will continue to focus on:

- To protect those who are most vulnerable

- To boost the local economy – creating and safeguarding jobs

- To support and empower communities to do more for themselves.

This digital strategy is about how, as an organisation, we harness technology and digital opportunities to deliver these priorities by making our services more easily accessible for our customers (e.g citizens, visitors and businesses) maximising the potential of our workforce and working more collaboratively across the local public sector.

This strategy aligns to the Government Transformation Strategy 2017/20, the Sustainability Transformation Plan for Wiltshire and underpins the Business Plan 2021 for the Council.
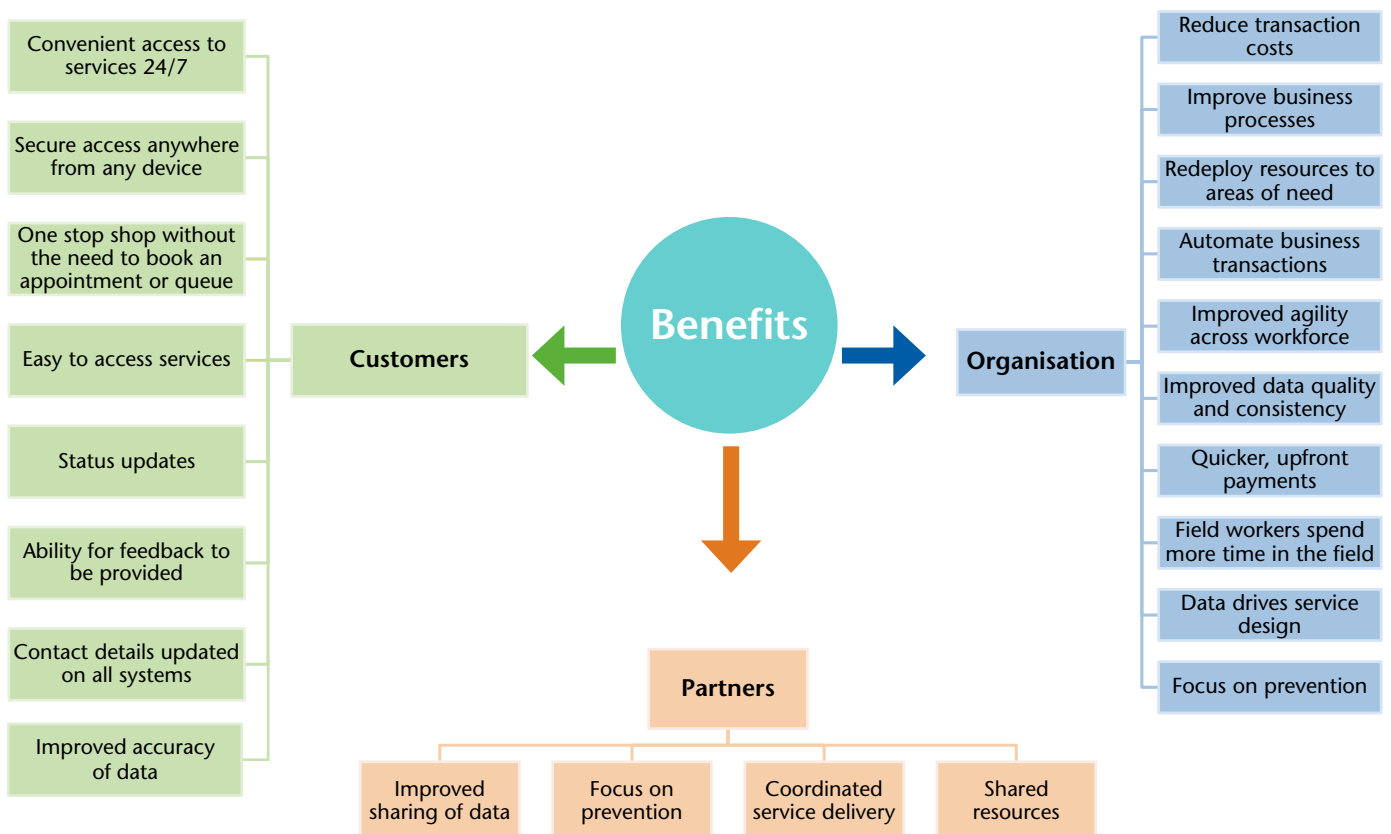
Vision

Wiltshire Council's digital vision, to 2021:

Serving our customers using digital tools that are convenient, easy and safe to use, efficient and reliable.

Benefits of the digital strategy

The benefits of developing the digital strategy will include:

Customers
- Convenient access to services 24/7
- Secure access anywhere from any device
- One stop shop without the need to book an appointment or queue
- Easy to access services
- Status updates
- Ability for feedback to be provided
- Contact details updated on all systems
- Improved accuracy of data

Benefits

Organisation
- Reduce transaction costs
- Improve business processes
- Redeploy resources to areas of need
- Automate business transactions
- Improved agility across workforce
- Improved data quality and consistency
- Quicker, upfront payments
- Field workers spend more time in the field
- Data drives service design
- Focus on prevention

Partners
- Improved sharing of data
- Focus on prevention
- Coordinated service delivery
- Shared resources

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Digital strategy aims

This vision for the future requires that we deliver against four key aims:

1. Redesigned services that improve customer access and maximise automation – **digital services**.

2. Appropriate digital skills and technical capabilities – **digital workforce**.

3. Digital data analysed to constantly improve services – **data sharing**.

4. Digital capabilities and intelligent infrastructure – **intelligent infrastructure**.

The following image depicts the digital vision and the four aims:
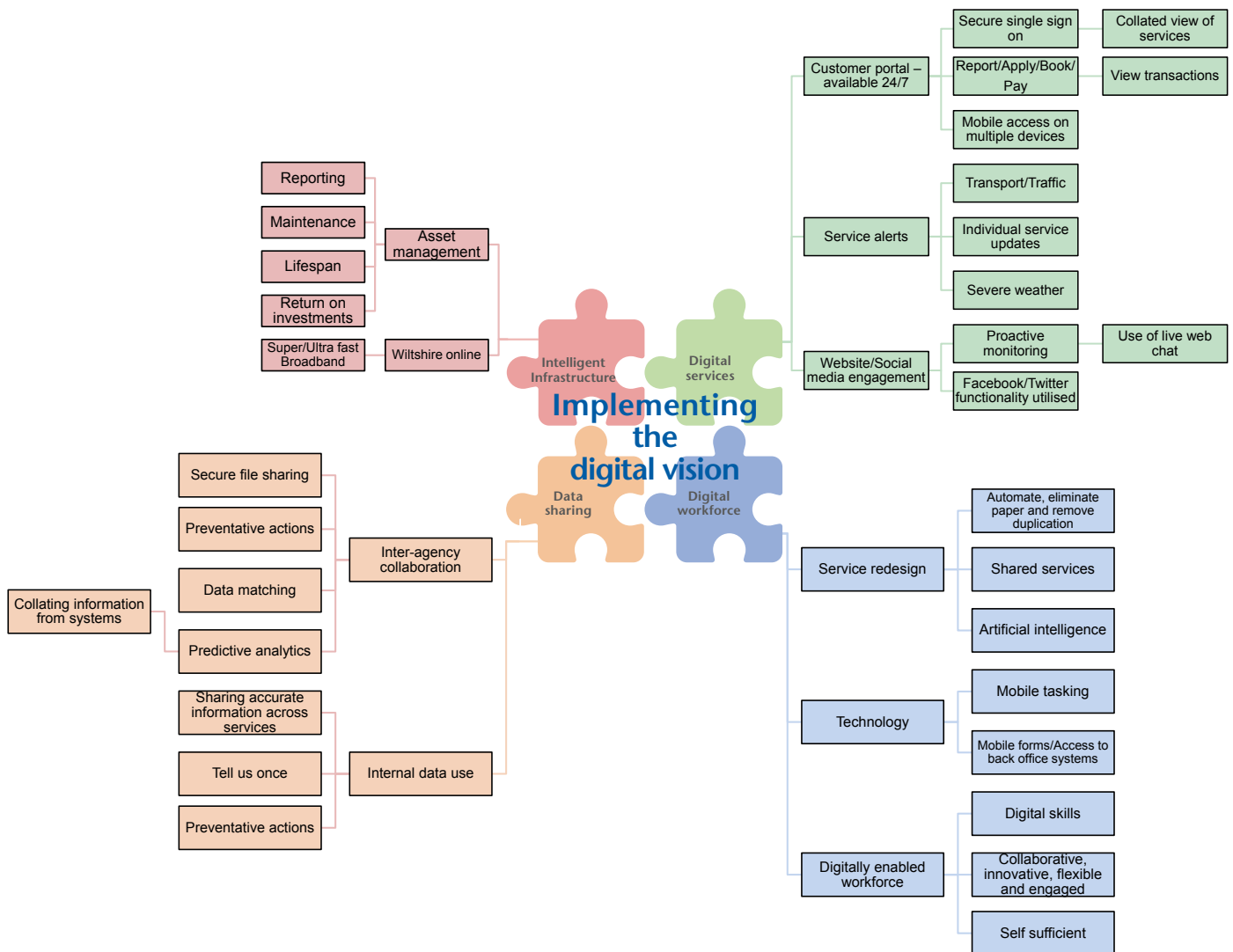
Short term priorities

Improve customers access to information and enhance ability to 'self-serve' at a convenient time for our customers. Activities to achieve this include:

- Information readily available on our website within three clicks.
- Reducing the number of customer portals across the organisation.
- Increasing the number of online payments that customers can make.
- Developing simple, fully automated transactions for bookings, applications and reporting that are designed around the customers' requirements.
- Improving interoperability between standalone systems.

Design our technology platforms to maximise the potential number of uses. This will include:

- Customer services and officers using the same customer self-service systems.
- Using video conference software with third parties and customers to reduce travel need and removing need for desk phones.
- Defining how workers can access systems in the field.

Develop customer focused digital plans across all services to identify commonalities and break down silos

Improve data storage across the organisation, to securely store information in a structured way and improve data sharing. This will also include defining data standards alongside sharing data with partners

Improved connectivity and provision of broadband access across Wiltshire via the Wiltshire Online Programme

A digital response to council priorities

A digital response to meeting the council's business priorities includes:

To boost the local economy – creating and safeguarding jobs

- Superfast broadband infrastructure being delivered by the Council's Wiltshire Online Programme to households and businesses so they can access goods and services online
- Intelligent infrastructure will facilitate the introduction of Internet of Things (IoT) technologies to give us up to date and real time data such as greater situational awareness and support the introduction of apps that can enhance customer experiences of our area
- Better information about the local job market to help local people access job opportunities.

To protect those who are most vulnerable

- Lever our data to understand and manage future demands on services and future needs of our population
  - Interoperability (systems that talk to each other) and collaboration with partners (e.g. police, health services, town and parish councils etc…) to allow better information sharing, decision making and resource allocation – improving support for customers
- Move from being reactive to preventative – for example using latest technology to support vulnerable adults remotely living at home
- Identify concerns early and act quickly to ensure more complex problems or difficulties don't arise
- Provide the right interventions at the right time and right place

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To support and empower customers to do more for themselves

- Customers and communities are able to use our data to provide creative solutions to local problems
- Customers can access and update information held about themselves
- Promote the use of community digital champions
- Focus on consistent customer service
- Easier access to advice and information
- Individual view of transactions and personal alerts
- More opportunities to gather feedback
- Potential for "you said/we did" programmes
- Opportunities for better joint working with customers, parish and town councils
- And continue to maintain accessibility for all

An efficient business

- Improved digital access may increase levels of demand for services, however, automatic processing is significantly more cost effective than manual processing. (research by SOCITM)
- Informed customers use services more effectively
- Data is used to inform decision making at all levels of the organisation
- Potential for service redesign
- Improved resource allocation to areas of business need
- Remove waste steps/duplication
- End to end processes that are digital by design
- Staff skills can be used flexibly across the organisation where appropriate
- Cost avoidance by preventing small problems growing into larger, costly problems
- Data quality is improved as customers can update certain personal information held about themselves.

What a digital future will look like

Our customers, communities and businesses can

- access council services at any time, in any location and with a device of their choosing whether it's to report an issue, request a service, find information or make a payment
- see the progress of any requests
- be kept informed on subjects of interest from the council e.g. road closures, severe weather, event listings, etc.
- access joined up health and social care services e.g. because we share relevant information securely between the council, GPs and community health services
- interact with each other and with public services to generate local solutions to local issues
- interact with Council meetings, via the use of digital technologies, such as webcasting/video conferencing using tweets and social media, to ask 'public questions'.
- Data quality is improved as customers can update certain personal information held about themselves.
- Avoid travel by attending meetings online, reducing carbon footprint and lower travel/fuel expenditure

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"
As a customer, I…
will be able to check information such as my Council tax balance and make requests for certain services 24/7. I will be able to perform more tasks online, which will save me having to visit or phone my local Council office.
"

"

At a GP Surgery…
A GP care co-ordinator will be able to check whether a patient registered to their surgery has a social care package, on a 24/7 basis. This will save staff time and will ensure their patients receive services quickly and efficiently.

"

As an officer, I…
will be able to view customer information and see what other services the customer is receiving, to be able to fully understand their needs and update common information. This will mean I can provide a better service to the customer and ensure their query is handled quickly and efficiently.

"

As a social worker, I…
Will be able to complete an assessment during a visit to a family, using the system assessment form previously downloaded for my use and gain a digital signature. I will be able to upload this information directly to the system once I am online from either the office or at home. This will save an additional visit back to the family.

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Our council:
- offers online services available 24/7
- offers digitally-enabled solutions and exploits technology and information to transact, share information and engage with communities both proactively and responsively
- understands its customers and targets preventative and responsive support
- makes better informed decisions that are made more quickly through evaluation of digitally available data
- is carbon and energy efficient through more effective use of technology
- communicates effectively with residents, visitors and businesses, removing the need for them to ring and ask 'what's happening'. Automatically updating customers on matters they have chosen to be kept up to date on.
- services are designed from the customer point of view to make it easier for the customer, not defined by organisational constraints.
- automates back office processes so that officers can focus on front line services
- offers joined up working across the public sector and with other partners – such as Wiltshire CCG, local NHS acute trusts, Wiltshire Police, MOD, contracted service providers
- remains fully committed to securely maintain and protecting sensitive data.

Our workforce:
- is mobile, flexible, efficient and safe
- works out and about in our communities and is equipped to access and update records and information on the move in real time, so they always have access to the information they need to do their jobs effectively and safely, spending more time in the field where they have the greatest impact by reducing the need to make unnecessary trips into the office
- has the right tools for the job and keeps data and information safe and secure
- uses webcasting and interactive meetings over the internet to avoid travel – both for staff and customers.

Our data is:
- accessible, available, accurate and holistic so members and council staff can intelligently analyse and interrogate it to enable effective business intelligence capabilities that inform decision making, improve resource allocation with a focus on prevention
- secure, encrypted and meets government standards
- accessible and available to authorised users in both the office and the field, in their delivery of services – including both council employees and employees of partner agencies
- entered only once, reducing risk of errors
- used many times, in many services to maximize its value and accuracy
- timely and up to date, adding value to customers by improving staff knowledge and understanding of the customer.

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Current position

The figure below shows some key statistics from the 2016 Ofcom report on the Communications and Media market that evidence the adoption of digital within the population. Our customers are growing as a digitally enabled population and we need to design processes and services to meet their capability.
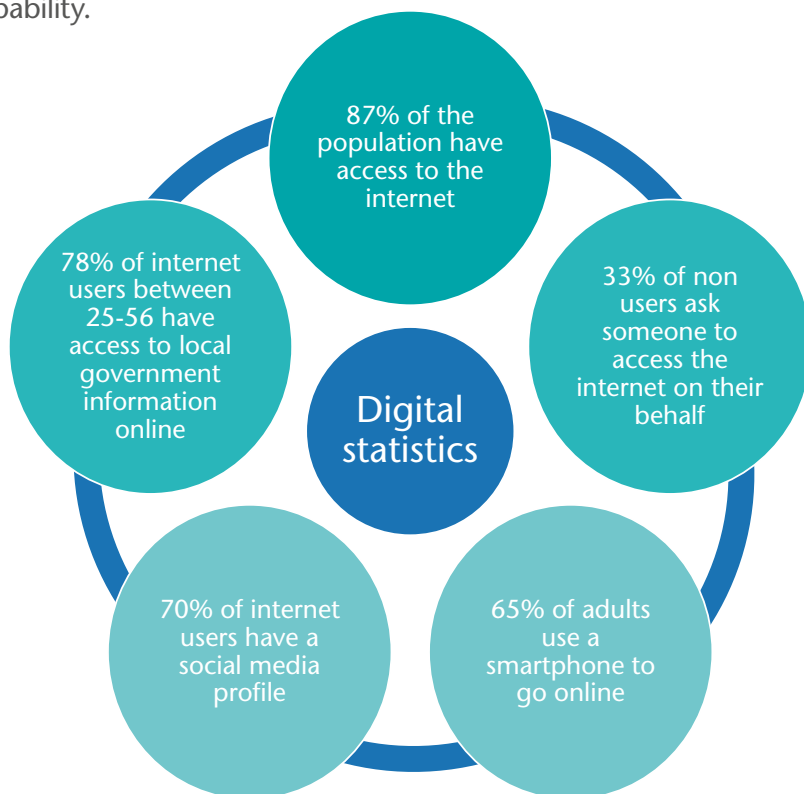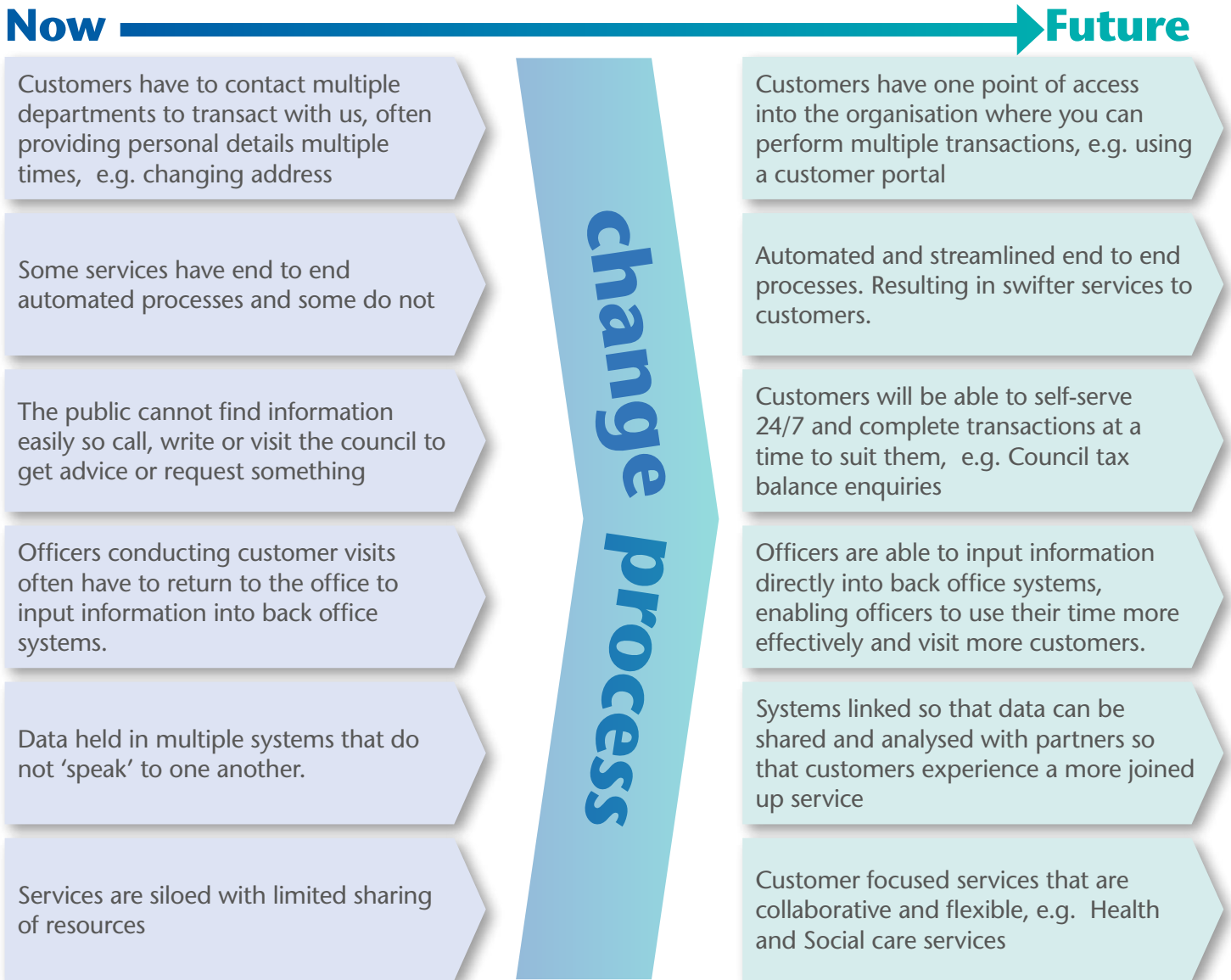

There are already many positive digital activities taking place across Wiltshire Council. For example, our customers can:

- use open access WiFi 'Wiltshire Online' in local libraries and council buildings to access the internet
- report highways issues on the MyWiltshire system. For example, between Jan 2015 and Jan 2017, 12,500 customers have reported a pothole. 2,300 requests came through on mobile devices with a GPS marker to accurately identify the pothole location. Customers are updated in real time regarding the progress of any pothole reports including repairs carried out by the contractors
- create reports through the MyWiltshire system; 70% of reports being created by members of the public self-reporting
- search for houses and make payments to our housing service
- promote community digital champions to empower residents in using technology
- apply for benefits online
- submit an application for school admissions online
- make payments online and store their card details using our Civica eStore service
- notify the council of a missed bin collection online
- renew their garden waste service with the council online. Last year 70% of customers applied online, mostly between the hours of 6pm and 10pm.
- meet with our staff at home or in-the-field as staff have laptops with direct access, reducing the need for them to travel to and from meetings and the office

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- easily access information on the website – the council's website is being refreshed to ensure as much information as possible is easily available within three clicks
- receive a more joined up service between health and social care as the council is piloting a tool to enable sharing of relevant information between GPs surgeries and our social care service.

This highlights that customers are happy to use digital channels to transact with the organisation at a time convenient to them and avoid having to call or visit the council in person. However, currently, processes are not digital end-to-end and usually require manual intervention at one or more points, e.g. the benefits claim form where information is manually inputted from an online form. Additionally, our online services are through different digital portals requiring separate logons. The digital strategy provides an opportunity to design automated end-to-end processes, improve the coordination of information across separate services and systems and simplify the number of customer portals.

The following table outlines the current and future potential for the digital strategy:

Now ➔ Future

change process

| Now	Future
Customers have to contact multiple departments to transact with us, often providing personal details multiple times, e.g. changing address	Customers have one point of access into the organisation where you can perform multiple transactions, e.g. using a customer portal
Some services have end to end automated processes and some do not	Automated and streamlined end to end processes. Resulting in swifter services to customers.
The public cannot find information easily so call, write or visit the council to get advice or request something	Customers will be able to self-serve 24/7 and complete transactions at a time to suit them, e.g. Council tax balance enquiries
Officers conducting customer visits often have to return to the office to input information into back office systems.	Officers are able to input information directly into back office systems, enabling officers to use their time more effectively and visit more customers.
Data held in multiple systems that do not 'speak' to one another.	Systems linked so that data can be shared and analysed with partners so that customers experience a more joined up service
Services are siloed with limited sharing of resources	Customer focused services that are collaborative and flexible, e.g. Health and Social care services

The organisation has been progressing on a digital journey. Whilst development has been made by areas of the business, this strategy is about bringing in greater alignment and undertaking digital activities in an efficient and more cost effective way.

8

Digital strategy outcomes

Digital starts with automating as many processes as possible to deliver a seamless and consistent experience for anyone interacting with the council whether online, from a desktop or mobile device, by telephone or in one of our hubs. Customers will still be able to telephone or visit the council, but we will aim for our digital services to be so easy and simple to use that people will prefer to use them, at a time convenient to them. Maintaining existing channels enables customers without internet access to continue to access council services. Digital will reduce processing costs as less staff time is needed to handle paperwork. This in turn will lead to greater accuracy of data and reduce risk of errors occurring. Therefore, more staff time will be available where human intervention adds value to the customer.

Services will become preventative rather than reactive and people will see small problems being resolved and responded to before they escalate. Organisational and agency boundaries won't get in the way and it will feel as if you are being supported by one public sector. Our customers will feel safer as we share intelligence with other agencies so that we can improve their health and care.

The following image illustrates how this process would function:

9
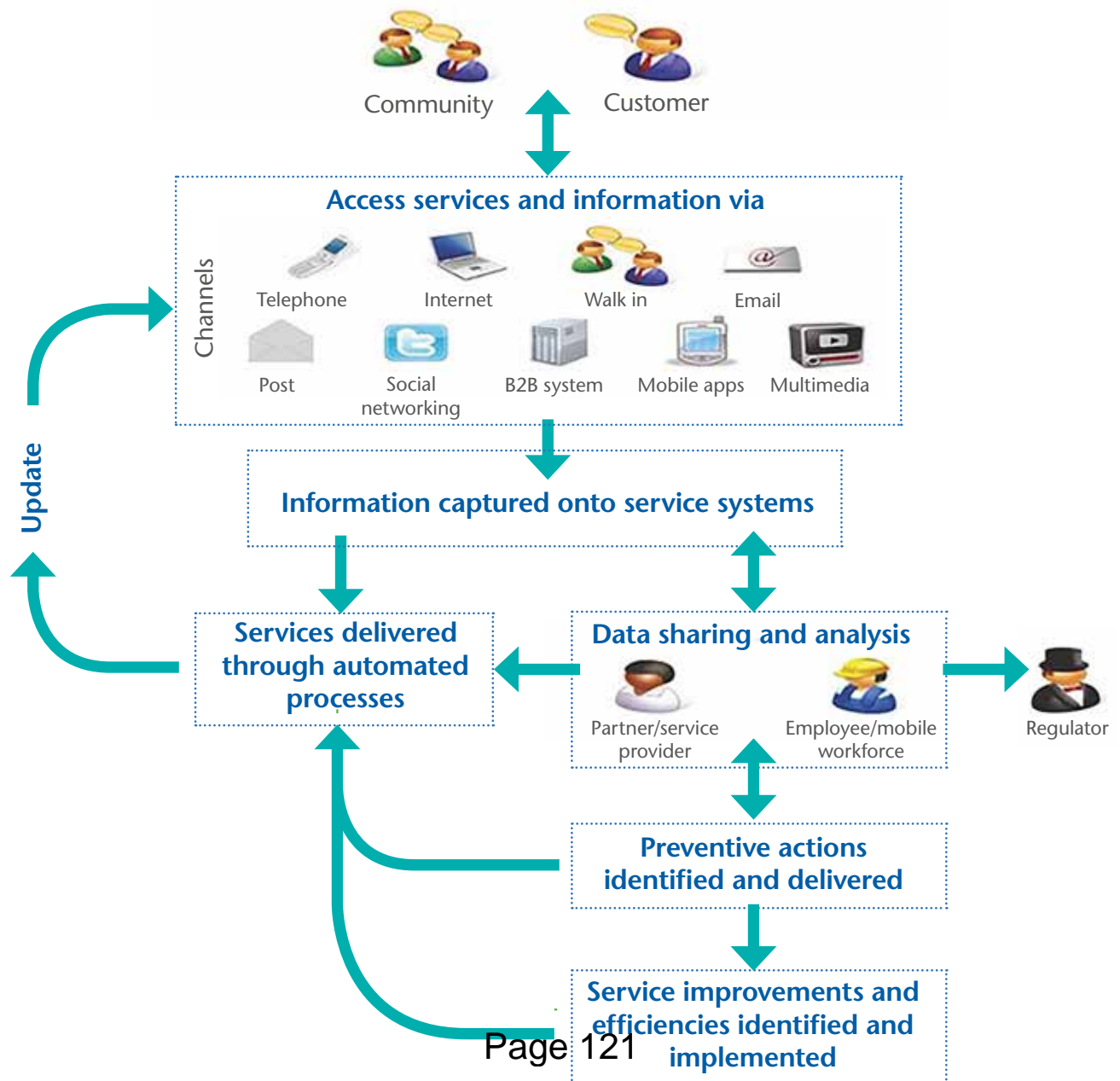
Customer insight

Transaction volumes have been captured across the organisation by access channel. The table in figure 1 shows a breakdown of the highest volumes of transactions across telephone, face to face and email. This indicates where the need for making changes is highest.

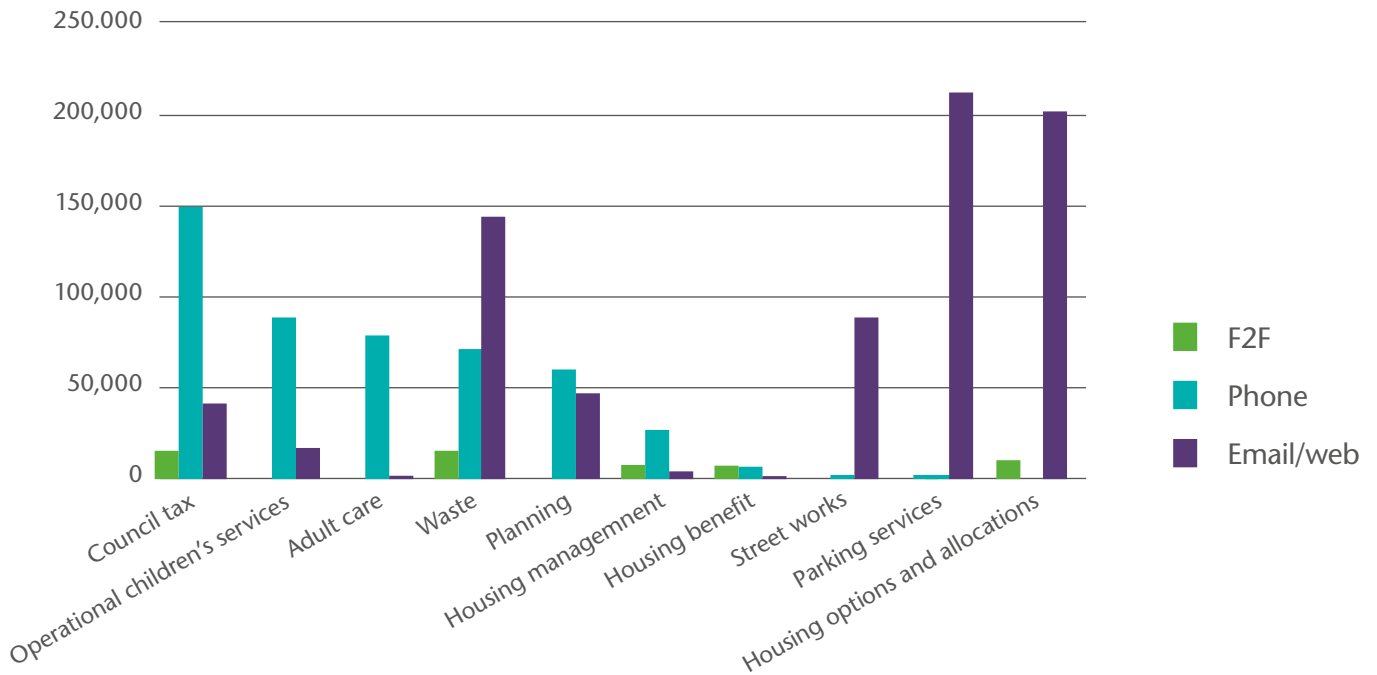**Figure 1: Highest areas of transactions between January 2016 and January 2017**

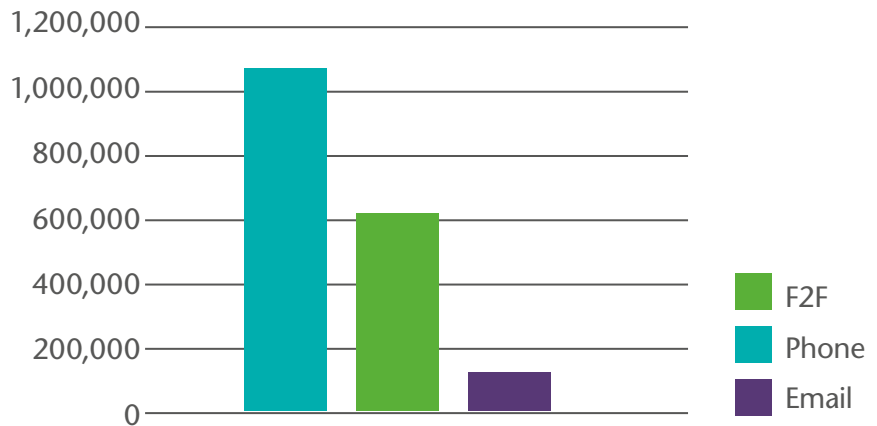**Figure 2: Spread of high volume transactions via channel (excluding web) between January 2016 and January 2017**

Figure 2 highlights that excluding web transactions, the majority of transactions are undertaken via the phone and therefore this represents an opportunity to move to higher value, digital channels.

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How the strategy will be delivered, funded and monitored

In order to successfully achieve the digital vision, short term, medium term and long term corporate priorities have been identified, using transaction 'heat mapping' data and in consultation with heads of services. An IT technology strategy will be developed to support the technological implementation of the digital strategy.

A digital approach means that services are designed from the customer's point of view to make it easier for them, not bound by organisational constraints. Alongside the corporate priorities outlined below, the digital programme will engage with all services to ensure they have plans to adopt the principles of the Digital Strategy incorporating the digital design elements set out in Appendix A (National guidelines for digital design) and Appendix B (Wiltshire specific principles).

The priorities for the digital strategy are to deliver digital functionality that will:

Short term – 2017 to 2019:

1. Develop customer focused digital plans that facilitate collaborative working across services.

2. Develop an IT technology strategy setting out the technical architecture to support delivery of the digital strategy.

3. Information readily available within three clicks on the website so customers can find what they need 24/7, reducing customer enquiries and encouraging them to utilise the cheapest channel as well as increasing transparency.

4. Customer assist – customer services and officers use the same customer self-serve systems to reduce duplication and ensure data is up to date.

5. e-invoicing – further details are shown in appendix C for this short term priority.

6. Online payments will be made up front through a single corporate payments engine at a time of day to best suit the customer. Online payments to facilitate the shift towards a cashless environment, this will include initially: leisure class bookings, libraries, waste and blue badges.

7. Fully automated simple transactions designed around the customer, using systems thinking principles and with a focus on high volume transactions, such as:
   • Book onto a class at a leisure centre (900,000 requests per year)
   • Check and pay my council tax balance (190,000 calls per year including general queries)
   • Change of address – working towards the customer informing us once and digital systems updating across services (55,000 changes to household records not necessarily property moves)
   • Replace MyWiltshire system with additional functionality (50,000 registered users have signed up within the last 2 years)
   • Housing options applications (6,228 requests per year)
   • Waste container management (29,724 service requests per year)
   • Report missed bins (14,859 reports per year)
   • Household Recycling Centre van permits (6,172 permits in the first six months)

8. Digital democracy/webcasting (phase 1) – make best use of current functionality.

9. Simple access to information and advice about resources in my community that allow me to live independently, healthy and well – links to priority 12.

10. Development of a new digital front door to adult care – evaluate and design a method of enabling customers to perform self-assessments and access services across the health sector.

11. Video and telephone conferencing – improved communication across the organisation. Reduced need to travel to administrative hubs.

12. Video and telephone conferencing externally with third parties – Improve communication with officers, customers and partner organisations. Will lead to a reduction in travel costs.

13. Removal of Mitel phones – reduction in overall costs of having a telephony system as the system will work without handsets

14. Direct/email marketing and communications – improve how we communicate with customers, ensuring we are using the latest methods to interact with our customers

15. Define mobile working and mobile access requirements for the organisation and how this can relate to partner organisation such as health, schools and police.

16. Improved connectivity and provisioning of broadband access across Wiltshire via the Wiltshire Online Programme: over 90,000 homes and businesses to be able to connect to fibre broadband by end 2018.

Medium term – 2019 to 2020

17. Enhanced electronic data sharing with partners including the development of data matching to reduce duplicate records by linking key systems (improved interoperability) e.g. Social care information with the health service

18. Redesign and automate more complex business processes using systems thinking principles

19. Digitally empowered workforce who are fully mobile and able to access systems remotely e.g. social care workers who are able to meet with clients and upload information directly onto records in real time.

20. Adaptations in social care which include the development of a sustainable eMarketplace for adult social care – Appendix C shows further details on adult care and this medium term priority

21. Digital democracy/webcasting (phase 2) – ability for customers and councillors to input into meetings online, including ability to post comments via social media

22. Reducing the number of individual service portals and replacing them where possible with a single sign on customers portal, so that the customer doesn't need to remember multiple logons and passwords and transactions can be personalised

23. Improve data storage across the organisation, to securely store information in a structured way and improve data sharing. This will include our intranet.

24. Content Management System CMS – Developing one integrated solution that covers Children's services and improves how information is accessed. Further information is shown in Appendix C.

25. Children's services Digital Assessment and Referral Tool (DART) – developing a digital 'front door' to services, setting thresholds for access, managing demand and allowing users to access appropriate services and professional advice quickly and without needing to phone or email.

26. A complete digital procure to pay process from raising purchase orders to paying invoices for goods and services. This will include changes to business processes, adaptations to existing systems, better provision of training and how e-invoicing could be utilised further. Further details are shown in Appendix C.

Long term – 2020 to 2021

27. Predictive analytics – smarter use of data to predict customer demand

28. Continuous digital process improvement using systems thinking methodology

29. Artificial Intelligence (AI) and technological solutions including robots to low value high volume transactions and high value client interaction

An initial high level implementation plan can be found in Appendix D.

## Digital delivery – the sum of the parts

To successfully deliver this strategy a mix of both corporate and individual service projects will need to be established. Each will need to work collectively as part of a cohesive portfolio and will all need to address the following elements. Further detail on each of these heading is shown Appendix B.

Investment for digital

Funding for digital will be made from capital and revenue budgets as appropriate and a significant allocation has been set aside in the medium term capital assets budget for the investment. Projects will be approved through appropriate decision making processes on a case by case basis, informed by cost benefit analysis. Benefits realisation will aim for business cases with an aspirational financial return on investment of 20%, although the financial return may be lower if outweighed by other greater benefits, e.g. social.
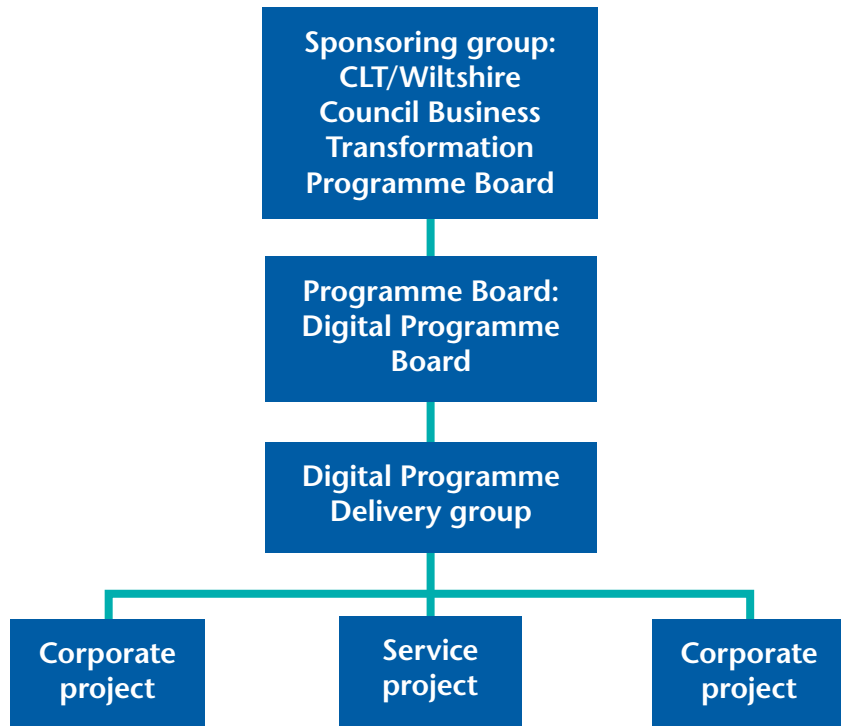

The following revenue statement savings have been identified through the Medium Term Financial Plan for digital:

- 2017/18 £0.250m
- 2018/19 £2m
- 2019/20 £2m
- 2020/21 £0.5m

Page 125
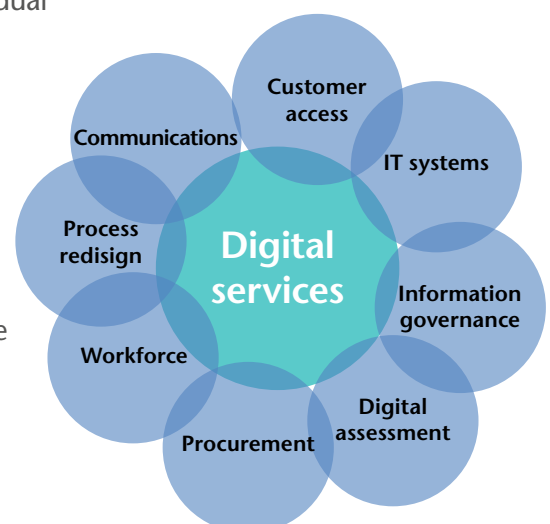
Governance structure

The strategy proposes the following governance structure is to be implemented:

```
┌─────────────────────────────┐
│ Sponsoring group:           │
│ CLT/Wiltshire               │
│ Council Business            │
│ Transformation              │
│ Programme Board             │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│ Programme Board:            │
│ Digital Programme           │
│ Board                       │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│ Digital Programme           │
│ Delivery group              │
└─────────────────────────────┘
     │        │        │
┌─────────┐ ┌─────────┐ ┌─────────┐
│Corporate│ │ Service │ │Corporate│
│ project │ │ project │ │ project │
└─────────┘ └─────────┘ └─────────┘
```

Following approval of the digital strategy, a portfolio of work will be initiated, with strategic decisions being made by the Digital Board. Within this group, a nominated individual will be responsible for reporting progress, risks and issues to the Corporate Leadership Team. This will ensure any decisions relating to digital activities will meet the future aspirations of the wider business plan.

Monitoring and review

Once established, the portfolio will provide the Corporate Leadership Team (CLT) with a monthly highlight report that will detail progress, delivery of benefits, risks/issues and any key decisions that may be required. The Digital Board will act as a gateway for any major new digital projects before work starts on them.

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List of appendices

15

Appendix A – National guidelines for digital design

All deliverables of the digital strategy have a common set of design principles as outlined by the Government Digital Service (GDS). This is so that what we do is consistent and is planned at the outset to meet the needs of the digital strategy.

1. Put the customer first
2. Become a Digital-First organisation
3. Design digital so that services and processes operate without human intervention
4. Move from reactive to preventative
5. Work with others as one public service
6. Easy access to services, right time/place
7. Ensure efficiency and effectiveness
8. Flexibility and constant review
9. Do it once, do it right
10. Design for inclusion

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Appendix B – Wiltshire specific digital design principles

Digital assessment

- Every service will assess where they are currently and develop a plan for full digital access to their services in line with this strategy

Customer access and service design

- A fully automated, end-to-end experience through customer focussed service design

- Accessible design from the outset and include customer input were appropriate

- An equalities analysis will be conducted as part of this strategy

- A mobile friendly website and mobile app as the main access channel, or digital front door available 24/7.

- Digital by choice: customers may continue to phone or visit the Council and staff will use the same systems and processes to assist customers with transactions.

- Automation of bureaucratic processes will free up officer time to intervene where a person is needed.

A digitally enabled workforce

- Training and development in digital technologies

- Enhanced mobile working

- Readily available access to digital document storage

- The right digital tools for the job

- Data science skills to maximize value from our data

- A more creative workforce able to challenge the way of doing things to make systems work for us, rather than adapting to meet the system

- Recruiting against a more generic skill set – less focus on specific role descriptions

- More able to move our resource around to meet demand across the Council

- Staff trusted to use their judgment and do the right thing and to manage when and how they work – performance measured by meaningful customer outcomes

- Motivated staff with a growth mindset, eager to learn new skills

- A flexible approach to staffing – recognizing that people are different and responding to that to help everyone maximise their potential

- People are more self-sufficient – which reduces the need for management, more specialist knowledge that people can access.

This digital strategy will be supported by the council's People Strategy.

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Communications

- A redeveloped website which will constantly evolve and be updated to ensure it is a reliable first port of call for accessing services

- Social media channels developed to enable the council to re-position itself as a leader in local government digital communications

- A training and awareness programme will be launched

- Digital champions will be needed to train both staff and the public not just how to use computers and mobile devices, but also how to use our websites and social media and stay safe online

A full communications and engagement plan will be developed to support delivery of the digital strategy.

Information governance

- We will protect our information, our residents' information and third party information and keep it secure

- We will ensure we have appropriate information sharing protocols in place, that we have the right permissions and that whoever uses the digital solutions we develop has choice on what information they do or don't share

- We will be transparent with our data, publishing as much information as possible on our website

- We will carefully manage the risk of cyber threats in a proactive and robust way

Procurement and IT systems

- Future IT procurements will require links between systems to extract and share information.

- All procurement will ensure we are exploiting technology internally and across providers.

- A list of generic digital requirements is available separately.

- Opportunities for joint commissioning and procurement with partners will be explored where this adds value, makes better use of funding and delivers a better digital service for customers.
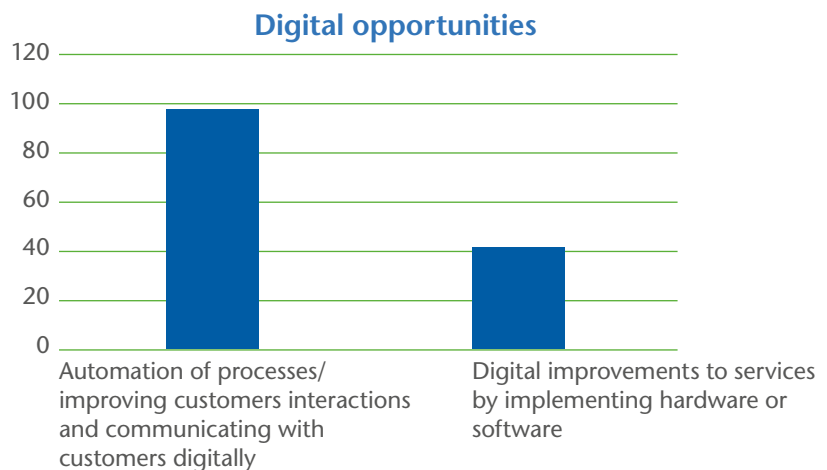
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Appendix C – Opportunity to go digital

A set of workshops and interviews have been undertaken with Associate Directors and Heads of Service across the organisation to establish individual service requirements with regards to opportunities for developing digitised services.

The sessions focused on two areas:

- Relatively straightforward transactions that can be provided on line and delivered end to end with digital solutions – e.g. book, pay, report, order, apply…

- Ways that digitisation can improve the productivity of staff delivering complex personal services – e.g. mobile working, ordering and booking on behalf of clients.

The chart below identifies the most common responses from services during the sessions and the figures detailed represent the frequency of responses.

Digital opportunities

	Automation of processes/ improving customers interactions and communicating with customers digitally	Digital improvements to services by implementing hardware or software
Frequency	~98	~42

Individual service plans

All services have considered how digital access can be of benefit to their service delivery and how this will impact on the six key outcomes as described within the Wiltshire Council Business Plan 2013/17. These six outcomes are:

1. Wiltshire has a thriving and growing local economy

2. People in Wiltshire work together to solve problems locally and participate in decisions that affect them

3. Everyone in Wiltshire lives in a high-quality environment

4. Wiltshire has inclusive communities where everyone can achieve their potential

5. People in Wiltshire have healthy, active and high-quality lives

6. People are as protected from harm as possible and feel safe

Some of the opportunities for services are set out below, and a comprehensive list is held in a separate document.

Adults and Children's Service

Despite funding challenges, the Council wants to increase its early intervention and early help work for both children and adults as well as continuing to support more vulnerable people. Increasing our early intervention will be achieved, in part, through a shift to greater use of technology – blending face-to-face support with online delivery. For example, the Council and the CCG have recently commissioned on-line counselling support for young people and an app is now in use for getting advice and support from School Nurses.

Children's services

By end 2019 Children's services will have implemented a new fully integrated Case Management System (CMS) with the intention of amalgamating current, separate systems, into a single solution alongside providing improved access to systems via portals, and reducing back office administration.

Part of the anticipated outcomes will be the migration of four solutions into one. This will provide an opportunity to share information about children and families across multiple children's services.

The implementation of (customer) portals within children's services enables improved data capture and greater scope to share information internally and externally with parents and professionals. In addition to the benefits of improved data quality the flexibility to share information portals enables improved access to professionals for children and families.

Children's services are currently developing a Digital Assessment and Referral Tool (DART) for use with children and families. DART will allow professionals to identify, with a child/parent, any concerns they have (including those requiring a safeguarding response), understand what resources and support is appropriate and seek advice, provision and collaboration from others to achieve good outcomes. The DART is a digital 'front door' to services, setting thresholds for access, managing demand and allowing users to access appropriate services and professional advice quickly and without needing to phone or email.

Adult social care

The future of adult social care is a more integrated service providing preventative not reactive care, enabling a self-help and self-service environment. This will include the development of apps for people to access information themselves, such as assessments. We will also provide an eMarketplace to enable customers greater flexibility to choose care provision that suits them.

Digital will help improve the flexibility of health and social care professionals and sharing of information across partner organisations in order to provide services which are in line with demand. We will ensure that the provision of information online is easily accessible by service users, carers, family members and providers, to find out answers to information, such as support services. In the future, this could be linked to web analytics and web chat to answer customers questions and provide support before customers move into a 'crisis'. The aim is to lower and prevent demand in adult social care and free up resource for more intensive care only where this is needed.

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Development management and planning

As the third largest local planning authority in the UK, the council's planning department is one of the busiest areas for customer interactions. The robustness of the web service is vital to ensuring our customers are able to access planning applications with ease (for which availability of and access to the online mapping search is important), and able to make their representations known reliably. Reducing system downtime is essential to providing an efficient, effective and engaged planning service. The main source of planning applications is the national planning portal and the council should therefore consult with PortalPlanQuest as well as the council's IT suppliers to achieve this.

The implementation of an app which will enable stakeholders to obtain information on planning applications in their area will make the service more reliable and cost effective.

In addition to managing planning applications, it is also important that we can maximise the effectiveness of our consultations in relation to the development of planning policy and evidence underpinning it. In particular we need to ensure that when we consult, we reach the broadest possible audience and stakeholders are encouraged to respond, so that everyone has the opportunity to respond. This means ensuring our digital platforms enable our customers to respond when they want, and in the manner they want to – for example this could be by making sure the consultation portal is friendly with mobile devices as technology advances and in order to capitalise on effective ways of capturing responses in an electronic format. In particular we should as part of the digital strategy ensure that our consultations are relevant and meaningful to people across all walks of life, and that we reach out to those who otherwise may feel disengaged from the process.

Converting our remaining paper records to digital formats will also make them available to our customers much more readily and easily through our digital platforms.

Behind the scenes, we are working towards better integration of our systems to enable officers on site visits and surveying for evidence and monitoring purposes to get more done on the road, rather than having to make paper records which need to be keyed in once back at the office. This and other intelligent systems will further improve our efficiency in delivering the planning service.

The ability to allow customers to pay online for planning application fees, moving towards a cashless and chequeless environment, will also save time and money.

Highways

Highways currently use three lines of business systems covering highways management, asset condition analysis and street lighting management. This is in addition to the MyWiltshire platform. All three systems operate on a modular basis, and historically Wiltshire Council selected individual modules from suppliers that best suited the council's needs and statutory duties.

The highways service will be progressing a joint procurement exercise with Oxfordshire County Council to procure a single infrastructure asset management system that will combine the functionality of the existing three systems to provide a joined-up business solution. There will be a strong focus on enhanced functionality through mobile working and asset intelligence.

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Waste management

For waste management, the optimal time to digitise its service data is when the new waste management and collection contracts commence. Waste and recycling is collected from every household in Wiltshire and as such the council receives and manages approximately 160,000 service requests annually from residents in addition to 94,000 requests for information, such as collection day information.

Whilst the majority of renewals for the chargeable garden waste collection service are completed online, for other service requests the vast majority are received by telephone or face to face. Digital data for these services would enable residents to access information and request services at a time convenient to them and reduce time spent by customer services and waste teams managing these requests. When the council's new contract for collection of recycling and waste commences the contractor will provide a system which will integrate with the council's system to enable collection round information and service requests to be received in and sent direct from each collection vehicle. This will enable residents to access information in real time rather than having to wait for a response once collection crews have returned to the depots.

Waste management also provides a network of household recycling centres which are available for residents across the county to dispose of household waste and some other materials. Digital service data would enable the introduction of on-line payment for disposal of non-household waste materials by residents as well as improvements to existing household recycling centre permit schemes.

Registration

The registration service have introduced online bookings for appointments and are just about to roll out a digital system which will enable customers to upload their ceremony choices via electronic arrangement forms, store the information on their booking reference and automatically produce the ceremony script for the registrar. The registration service is also hoping to implement online payments in the very near future.

Nationally there are changes being implemented around verifying documents (birth certificates etc). The service plan is to digitise the records to enable sharing between organisations such as the passport office/DVLA. Subsequently the General Register Office for England and Wales see the system becoming accessible to future employers, organisations such as the police force who need proof of date and place of birth of individuals.

Local land charges

The main statutory function of local land charges is to update and maintain the local land charges register. The department also deals with requests for local authority searches (part of the conveyancing process). Within the service there are two types of search:

Full searches

These are generally requested by solicitors. From start to finish this function is processed by the local land charges team. These searches are completed on a fee-charging basis (fee is dependent on the type of search) which in turn generates revenue for the council.

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Personal searches

These are carried out by agents for private companies at the local land charges office personal search companies are employed by solicitors to carry out the searches. Under environmental information regulations access to the information is free of charge. Prior to access, input from officers is necessary which can be quite time consuming, due to both manual and electronic being viewed by agents.

The service has most of its records stored manually in physical ledgers/lever arch files/maps.

There is currently a national project being conducted whereby the registering authority for Local Land Charges (LLC) in England and Wales and the sole provider of the LLC1(Official Certificate of Search) will eventually be the Land Registry.

It is expected the Land Registry will require records to be digitally and textually captured before handover of ownership.

The local land charges department will still be required to update and load the information into the national register as well as answer the questions of the local authority (CON 29 forms) asked by the solicitors.

It is essential for the authority that searches are returned accurately. If errors occur in search results compensation can be claimed by property/land purchasers, along with the wider implication of clients using alternative sources for local searches (personal search agents).

- Digital/data capture records and maintains them using an IT system which is used to deliver all land and property searches received.

- Digital will develop personal agents self-service which will enable the service to provide all the registrations to personal search agents electronically.

Procurement and business service finance

E-Invoicing – The exchange of invoices between supplier and buyer in an electronic format will enable the organisation to process, authorise and pay invoices with no human intervention. For compliancy reasons, as an organisation, we must ensure the appropriate steps are implemented to enable suppliers to issue invoices in electronic format by October 2018.

Procure to pay – A redesign of how payments are made for goods and services. The redesign will look at improving the process of raising purchase orders and improving how payments are made and processed. This will include studying changes to business processes, adaptations to SAP, better provision of training and how e-invoicing could be utilised further.

Leisure • Passenger transport • Library services • Housing options • School admissions • Health improvement • Pest control • Education and skills:

All these services identified the need for a centralised online system where customers can book, apply, report and pay up-front for services without the need to book an appointment with a member of staff or queue in hubs.

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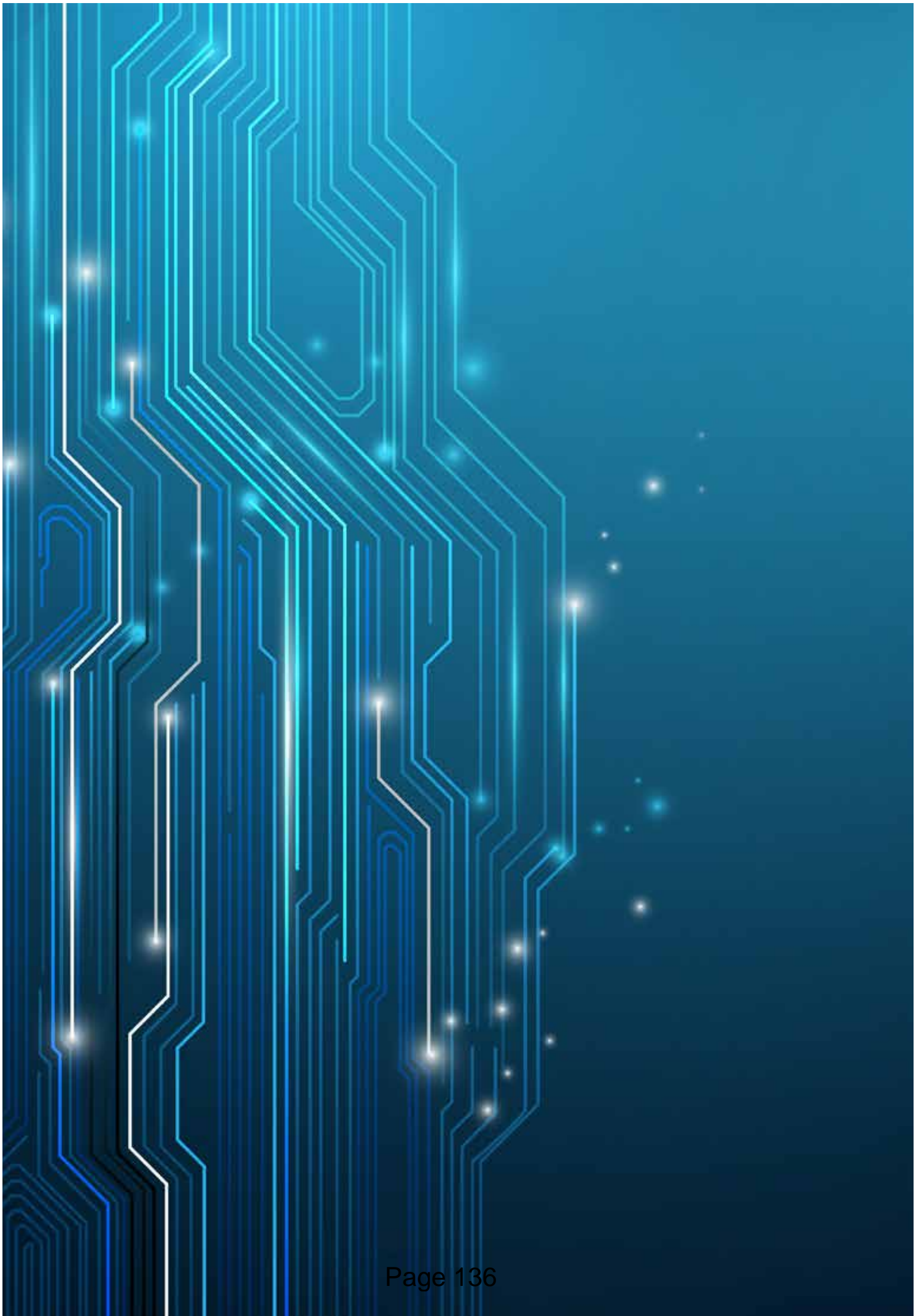
**Wiltshire Council**

Addendum to Wiltshire Councils Digital Strategy

22 June 2017

Following the Digital Strategy and Implementation Task Group meeting on Tuesday 13th June 2017 the following changes will be made to the Digital Strategy:

1. Page 14: The Governance structure will be amended to include 'user groups' (Wiltshire Council customers) at project level and to include the Digital Strategy and Implementation Task Group. The updated structure is as follows:

    Insert:
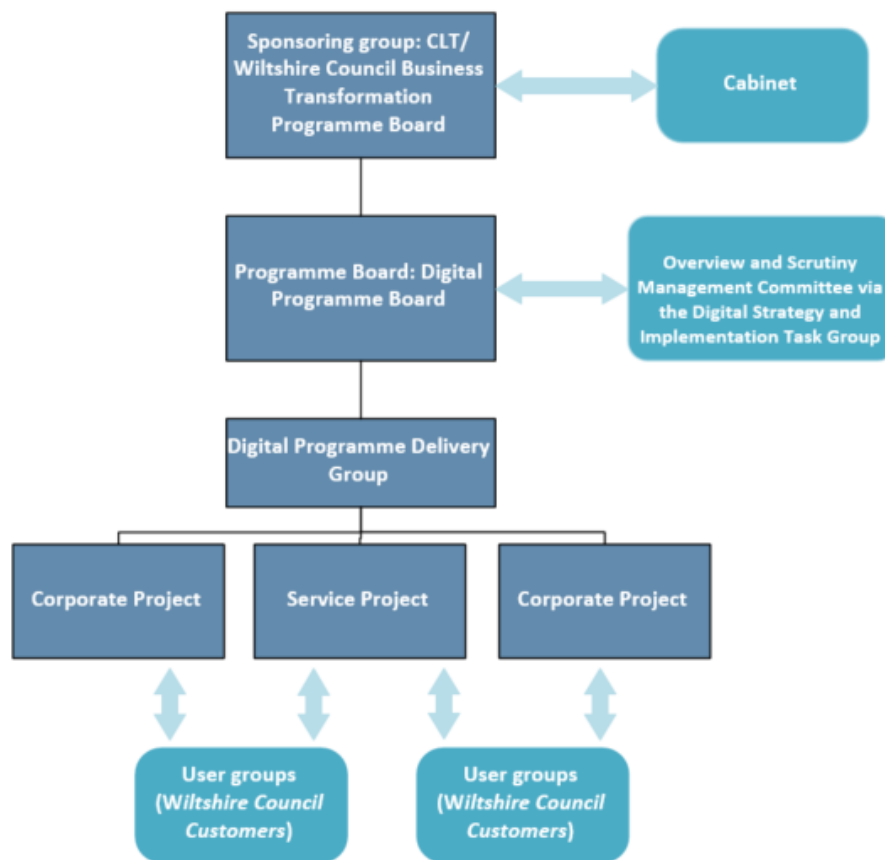
2. Page 16: The following sentence will be reworded to make clear within the Strategy that services will not be solely responsible for their digital assessment:

    Delete: *'Every service will assess where they are currently and develop a plan for full digital access to their service in line with this strategy'*

    Insert: *'With support from the digital programme team every service will assess where they are currently and develop a plan for full digital access to their services in line with this strategy'*

Addendum Author: Matthew Tobin, Project Officer, Corporate Programme Office

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Wiltshire Council

Cabinet

3 July 2017

Subject:	**Consultancy - Neutral Vendor Service**
Cabinet Member:	**Councillor Phillip Whitehead, Cabinet Member for Finance, Procurement, IT and Operational Assets**
Key Decision:	**Yes**

Executive Summary

The council spends a significant sum per annum on a range of specialist professional services and consultancy requirements spanning transformational change, general business support, planning support through to economic assessments and property related services. The exact sum is difficult to determine due to the historic decentralisation of procurement and errors in coding relevant spend to the Consultancy General Ledger (GL) code, which needs to be corrected to support this proposal's implementation. While the basis of the decline is uncertain, spend for the last three years for the relevant GL has been declining as shown below:

GL No.	GL Name	2014-15	2015-16	2016-17
433010	Consultants´ Fees	6,247,092.36	5,334,486.27	4,535,877.56

The procurement of these services is under scrutiny by Government to ensure individuals taxation status under IR35 is properly assessed and managed by purchasing organisations; failure to do this could result in HMRC applying financial penalties on the council for loss of tax and NI contributions. Our internal auditors also contacted the Strategic Procurement Hub in May 2017 to commence an audit of IR35 in relation to the current methods around procuring these services.

These services are required by most departments in varying scale and frequency but are procured in a range of ways across the council including direct awards, using established frameworks and through competitive exercises. Corporate visibility of this procurement activity is limited and influence and control of this spend category is not supported by the current approach, consequently the opportunity to ensure best value is diminished. In addition, the lack of a clear corporate procurement approach could present a weakness in ensuring such services are paid for on achievement of performance milestones and potentially exclude knowledge/skills transfer to council officers to limit the need for future consultancy. To address these issues the council needs to establish a robust policy and process on the hiring of specialist professional services that provides visibility and manages risk, while also levering value from better procurement and contract management

practices.

The Local Authority owned Professional Buying Organisation, North Eastern Purchasing Organisation (NEPO), has established a compliant framework agreement for the provision of consultancy services through its single supplier, Bloom. This arrangement is well established across local government and in use in many other local authorities. This compliant framework can be accessed easily by signing a relevant call off agreement between the Council and Bloom. Under the call-off agreement Bloom will conduct a mini – competition for each consultancy need the Council has, and it will be for the Council as a result of the mini competition to select the consultancy provider it requires for each specific consultancy requirement. Bloom will then enter into a contract with the selected consultancy provider for the provision of the consultancy services to the Council. In applying the recommended approach, the council will in effect provide a clear solution for all its short-term resource needs, e.g. Comensura provides temporary agency workers and Bloom to provide the single route for consultancy and professional services.

There are significant governance and financial benefits of this approach that include

- Ensuring we can work with the right supplier whilst supporting our objective of creating a culture of seeking competitive supplier proposals for every project
- Easier access to opportunities for local suppliers
- Monitoring and controlling direct awards versus mini competitions – significant savings can be achieved through applying competitive pressure – Northumberland Council secured cashable savings of 9% when it adopted the solution in 2013
- Control of spend – providing visibility and transparency of all professional services and consultancy procurement with detailed reporting
- Mitigating IR35 risk by ensuring all needs for services are assessed correctly – either procured within the council's agency recruitment framework (presently Comensura) or this proposed consultancy framework (with Bloom auditing every project requirement for IR35 risk)
- No restriction on the council establishing local framework arrangements or running its own procurements where this framework does not meet its needs – this is projected to be an exception when established
- Offering the council complete control of the evaluation and supplier selection process – online via a portal that, once trained, can be undertaken by service teams

Proposals

The Council implement the neutral vendor solution via Bloom with a goal of implementation commencing Autumn 2017. This project should be viewed as a Strategic Procurement initiative designed to aid the implementation of category management and support the council's strategy around securing best value

Consultancy and Specialist Professional Services.

Cabinet to approve the award the provision of consultancy services to Bloom under the call-off agreement to the NEPO compliant framework agreement and to delegate to the Associate Director for Corporate Services the entering into and the finalising of the call-off contract.

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Reason for Proposals

To establish improved governance and better control expenditure on the procurement of specialist professional services and consultancy.

Dr Carlton Brand
Corporate Director

Wiltshire Council

Cabinet

3 July 2017

Subject: **Consultancy - Neutral Vendor Service**

Cabinet Member: Councillor Phillip Whitehead, Cabinet Member for
                       Finance, Procurement, IT and Operational Assets

Key Decision: Yes

Purpose of Report

1. This report seeks Cabinet approval for Officers to establish and execute agreements for a neutral vendor solution for the procurement of specialist professional services and consultancy through a compliant single supplier NEPO framework, delivered by its supplier Bloom. The outcomes include the improvement of procurement practice and governance resulting in the delivery of quality management information on the category, better value and cashable savings through influencing spend.

Relevance to the Council's Business Plan

2. Consultancy and specialist professional services are used across the business by service teams when their expertise is required, for example, supporting social care transformation, independent planning reviews, socio and economic sector assessments to help it deliver against its three key priorities:

    *   protect those who are most vulnerable
    *   boost the local economy; and,
    *   bring communities together to enable and support them to do more for themselves

Background

3. Changes to the Intermediaries Legislation, commonly known as IR35 have been introduced. They place new responsibilities and liabilities on Public Bodies related to the correct assessment and taxation of Personal Service Companies (PSC) to address a Government concern about their treatment for taxation purposes. It aims to ensure that individuals that work off payroll through their own company, who would otherwise have been taxed as employees had they been engaged directly, pay employment taxes on their income. The continued ad-hoc procurement of such services by the council will place a requirement on managers to make those assessments, creating a demand on their resource. A neutral vendor manages that assessment based on each project brief.

4. Presently there is a lack of clarity for officers in understanding the difference between when consultancy should be procured and when temporary agency

workers would be hired. There is also a lack of clarity of expenditure on consultants with the coding of spend being set against variable GL, making it difficult to be certain what spend is properly categorised as specialist professional services or consultancy. The council also creates numerous vendor records and manage a significant number of invoices to support the current approach.

5. A report to CLT on 31 May 2016 secured approval to initiate a procurement project to consider options to consolidate spend and establish a single route for the procurement and management of consultancy and professional services. A report was due in the autumn but has been delayed while officers focussed on the replacement of the neutral vendor solution for agency staff.

 Main Considerations for the Council

6. This proposal seeks to establish a single supplier funnel for consultancy services not procured through other formal arrangements. Exceptions will be managed through ad-hoc procurements by the Strategic Procurement Hub with commissioners applying the appropriate rigour around assessing the IR35 status of their requirements

7. The council spends a significant sum per annum on these services - see Financial Implications section of this report – such as specialist professional services and consultancy requirements spanning transformational change, general business support, planning support through to economic assessments and property related services. The exact sum is difficult to determine due to the historic decentralisation of procurement and errors in coding relevant spend to the Consultancy General Ledger (GL) code. To improve this it would be appropriate to ensure all consultancy is correctly identified through GL and that should be reviewed and corrected as part of this proposal. This proposal is an opportunity to better manage consultancy spend in relation to savings against budget and improved outcomes.

8. The procurement of consultancy services is under scrutiny by Government to ensure individuals taxation status under IR35 is properly assessed and managed by purchasing organisations. Failure to do this could result in HMRC applying financial penalties on the council for loss of tax and NI contributions. Our internal auditors have also commenced an audit of IR35 in relation to the current methods around procuring these services.

9. These services are required by most departments to varying degrees. They are procured in a range of ways including direct awards i.e. selecting a specific consultancy, using established frameworks – either direct award or competitively, and through council run competitive exercises. Corporate visibility of this procurement activity is limited and influence and control of this spend category is not supported by the current approach, consequently the opportunity to ensure best value is diminished. In addition, the lack of a clear corporate procurement approach could present a weakness in ensuring such services are paid for on achievement of performance milestones and potentially exclude knowledge/skills transfer to council officers to limit the need for future consultancy. To address these issues the council needs to establish a robust policy and process on the hiring of specialist professional services

that provides visibility and manages risk, while also levering value from better procurement and contract management practices.

10. The Local Authority owned Professional Buying Organisation, North Eastern Purchasing Organisation (NEPO), has established a compliant framework, known as NEPRO (recently rebranded as Bloom following a re-procurement of this service). This arrangement is well established across local government and in use in many other local authorities. This compliant framework can be accessed easily by signing a relevant agreement and operates as a neutral vendor through which we can meet almost all our consultancy needs over time – this mirrors the approach Comensura operates to deliver our temporary agency worker requirements. In applying the recommended approach, the council will in effect provide a clear solution for all its short-term resource needs, e.g. Comensura provides temporary agency workers and Bloom to provide the single route for consultancy and professional services.

11. There are significant governance and financial benefits of this approach that include

- Ensuring we can work with the right supplier whilst supporting our objective of creating a culture of seeking competitive supplier proposals for every project
- Easier access to opportunities for local suppliers
- Monitoring and controlling direct awards versus mini competitions – significant savings can be achieved through applying competitive pressure – Northumberland Council secured cashable savings of 9% when it adopted the solution in 2013
- Control of spend – providing visibility and transparency of all professional services and consultancy procurement with detailed reporting
- Mitigating IR35 risk by ensuring all procurement falls within the council's Agency recruitment framework (presently Comensura) or this proposed consultancy framework (with Bloom auditing every project requirement for IR35 risk)
- No restriction on the council establishing local framework arrangements or running its own procurements where this framework does not meet its needs – hoped to be exceptional when established
- Offering the council complete control of the evaluation and supplier selection process – online via a Portal that, once trained, can be undertaken by service teams

Overview and Scrutiny Engagement

12. Appropriate overview and scrutiny engagement on the proposals will be discussed with the new Chairman of the Management Committee once elected.

Safeguarding Implications

13. The impact of this proposal in relation to Safeguarding depends on each project brief that is ordered from the resulting service. Safeguarding clauses will be included in the main agreement that will apply to relevant orders and

officers will need to consider Safeguarding adequately to ensure it is addressed in their requirements documents should the standard terms not suffice.

Public Health Implications

14. It is not considered that there are any Public Health implications arising directly from this report or its recommendation.

Procurement Implications

15. The proposed route to market is well established and legally compliant under the Public Contract Regulations 2015. Officers will need to be trained in the new approach to defining and procuring the services and there may be gateways in place for checks during the initial period of any contract. Information and advice will need to be made available and support in place, particularly during implementation. This will place a resource demand on the Strategic Procurement Hub that will need to be carefully managed,

Equalities Impact of the Proposal (detailing conclusions identified from Equality Analysis, sections 4 and 5)

16. It is not considered that there are any Equalities implications arising directly from this report or its recommendation.

Environmental and Climate Change Considerations

17. The proposal has no direct environmental or climate change impacts.

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

18. Spend on specialist professional services and consultancy will be more difficult to influence, to leverage value from it and to manage IR35 risks. As a result the council will lose the opportunity to make savings from the spend and also risks fines where it has not adequately assessed and procured affected services.

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

19. Bloom enables a flexible approach to market and we can select a supplier where it is essential to do so. However, if officers do not pursue a competitive approach to securing required services by enabling mini-competitions to be conducted by Bloom, the potential savings will not be realised. As this will make us IR35 compliant, a strong message and support is required from senior officers and leaders that in the absence of another formally agreed route to market, this is the solution to be used by all services. Only when it is proven not to meet needs will the Strategic Procurement Hub support a specific procurement activity to secure relevant services. The communications around implementation must also make clear an expectation of competition as well as requiring current and stimulating new suppliers to register with Bloom

to create our market through this solution. Management information will also identify officers that are requesting sole source suppliers and they will be targeted to determine if and how their supply base can be developed to stimulate competition for our business.

20. Detailed operating practices will need to be established with Bloom and Officers will need to be trained in relevant documentation and processes to be used. If officers do not produce appropriate milestone based requirements Bloom will reject them as not IR35 compliant. While this is a benefit in managing that risk, officers will need to be trained in writing outcome and output based requirements, otherwise delays in the process could occur.

21. Bloom's "pro-vide" online portal may not be appropriate from day one and a paper based approach may be used initially until confidence in the operation of the contract is established with key services. This may affect the efficiency of the solution, though other councils have deliberately chosen to operate an offline solution first when introducing the solution to avoid ICT risks.

Financial Implications

22. The services are funded by a range of teams in consultation with the relevant Finance Officer. There is no specific single budget for these requirements. As and when requirements are issued to Bloom for fulfilment, the budget holder will be required to authorise the expenditure.

23. Strategic Procurement will review direct award requirements to ensure that the potential savings from this arrangement are exploited and a quarterly report on key metrics and financial performance against budgets for orders will be provided to the Procurement Board.

24. Bloom levy a 5% charge on the fees of the consultants/cies they onboard. This fee is not directly passed on to the council, but may be absorbed by the consultancy in quoting. It is a risk that if Officers do not take steps to create a competitive market and seek quotes via Bloom that a consultancy may simply pass that cost through, inflating the council's costs for that project. This 5% margin is not considered significant when compared to the additional charges levied by some Agencies for the consultants they provide to the council. Bloom offers a way for the council to create a direct relationship with smaller, single employee consultancy businesses or sole traders, which has the potential to reduce rates paid.

25. The charge above has the potential to be offset by savings from generating competition, specifying requirements better to avoid scope creep and managing the contracts effectively. Case studies have indicated that savings can be made, 9.7% of budget by Durham, 14% by Cumbria, 10% by Central Bedford and 13% by BANES. While the level of savings that Wiltshire might achieve is not certain, with appropriate action to implement the framework effectively a level of cost avoidance savings against budget should be anticipated for projects using it.

26. Spend information is shown below. This is taken from the relevant GL and is not accurate as spend may have been incorrectly included, or coded to other

GL and excluded from the sums. As the Tier 1 route to market for these services where a pre-existing council contract does not exist, this proposal will help ensure that the spend is better understood and influenced to maximise savings by bringing in spend that is currently outside the arrangement.

GL No.	GL Name	2014-15 £	2015-16 £	2016-17 £
433010	Consultants´ Fees	6,247,092.36	5,334,486.27	4,535,877.56

Legal Implications

27. The council has a duty to ensure that appropriate tax is paid for services it procures. This solution offers a way to mitigate IR35 risk in relation to the services of consultants. The framework is also a compliant route to market that is in use by a range of other councils. Legal services will review the relevant documents to enable access to the Bloom framework to provide opinion on their fitness for purpose in relation to the requirement.

28. The spend on consultancy fees means that approval of the award for the provision of consultancy services to Bloom under the call-off agreement to the NEPO compliant framework agreement is a key decision. Under part 10 of the Constitution: Procurement and Contract Rules : Awarding a Contract provides that Cabinet approval must be obtained for any contract (or programme) which exceeds an annual value of £1 million or the total contract value exceeds £4million including any optional extension period;

29. Cabinet can then delegate to the Associate Director for Corporate Services the entering into and the finalising of the call-off contract.

Options Considered

30. There exists a range of options for accessing consultancy services, from running our own procurement through to accessing a framework established by a Public Buying Organisation like Crown Commercial services. In the sector of construction related Professional Services there are a range of sector specific options, however this report seeks to provide a comprehensive solution that over time may provide all the council's needs. The options considered were:

    a. **Do Nothing**.
       Consultancy spend will remain fragmented and its management in terms of risk and value will not be realised. As the council has an ongoing need for consultancy, this option would retain a fragmented and sub-optimal route to its management and is discounted. IR 35 risk is not managed.

    b. **Run a council tender**.
       The breadth of consultancy services required by the council is known to be significant and include a range from sole traders to the big 4 consultancies. It would not be a simple task to establish a single framework to deliver this, especially in the absence of clear demand and spend information. A solution already exists on the

market that is proven and legally compliant which can be easily accessed. Our own tender is not likely to deliver any further benefits over existing options. For these reasons this option is discounted.

    c. **Access a framework** (three framework options have been identified)

        i. Crown Commercial Services (ConsultancyOne). This framework is for a closed list i.e. we cannot add suppliers to it during the period of the contract and will not meet the wide range of council requirements. This means that a wide range of other consultancy agreements will continue to be required. The replacement being developed ConsultancyTwo is also being criticised for excluding SME consultancies which the council will continue to wish to work with. As this will not enable the council to onboard its current supply base and add to it in the future, this option is discounted.

        ii. YPO (664). This framework has a wide range of Lots (but specifically excludes Estates consultancy) that mirror the council's needs. It is also a closed list which does not support the ambition to onboard suppliers and means that a wide range of other consultancy agreements will continue to be required. As this will not enable the council to onboard its current supply base and add to it in the future, this option is discounted.

        iii. Bloom (ex NEPRO). This framework was set up by NEPO and has established a framework that allows consultancies to join at any time. This means that the council can require consultants to register with Bloom and seek quotes for services via them. The framework has a range of Lots that mirrors the councils requirements, including professional services so it is envisaged that there should be minimal need for any off contract spend on consultancy.

Conclusions

31. It is recommended that Cabinet approves the agreement of a contract with Bloom who were selected by NEPO as their framework provider and delegates authority to do so as detailed in the Executive Summary. This will enable the council to achieve its goals and secure the benefits outlined in this report.

Robin Townsend (Associate Director, Corporate Function, Procurement and Programme Office)

Report Author: Greg Lewis, Places Category Manager, greg.lewis@wiltshire.gov.uk,

Appendices

None

Background Papers

None

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