

AGENDA SUPPLEMENT (1)

Meeting: Cabinet
Place: Committee Room III - County Hall, Trowbridge
Date: Tuesday 15 February 2011
Time: 2.00 pm

The Agenda for the above meeting was published on 4 February 2011 and indicated that the reports detailed below would be to follow. These are now available and are attached to this Agenda Supplement.

A statement from members of the public was also received and is attached.

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

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

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

5. **Public participation** (Pages 1 - 2)

Public Participation – Statement from Dr J T Walker, Chair of COGS (Cycling Opportunities Group, Salisbury) - Wiltshire Transport Plan

7. **Wiltshire Council Business and Financial Plans 2011-2015 - Budget 2011/12** (Pages 3 - 8)

The report of the Joint Overview and Scrutiny Committee is attached following its 10 February 2011 meeting.

8. **Helping People to Live at Home** *(Pages 9 - 14)*

The report of the Rapid Scrutiny Exercise – Helping People to Live at Home in Wiltshire is attached following the Rapid Scrutiny meeting on 9 February 2011

DATE OF PUBLICATION: 14 February 2011

Wiltshire Council

Cabinet

15 February 2011

Item 5 – Public Participation

Statement from Dr J T Walker, Chair of COGS (Cycling Opportunities Group, Salisbury) in respect of the Wiltshire Local Transport Plan (Item No. 10)

COGS are disappointed that the Local Transport Plan being presented to Cabinet considers cycle networks to be only a 'medium' priority for investment.

We note that the consultation responses in Appendix 2 of the report to Cabinet (paras 11 – 28) contain numerous references to responses suggesting the priority assigned to cycling should be increased – e.g.

- “Themes that emerge through the written responses associated with these questions include that ... more emphasis should be given to sustainable transport measures such as cycling, walking, passenger rail and smarter choices” [para 16]
- “The responses to question 4 on the proposed approaches to the national transport goals include the following suggestions: Re-prioritise the user hierarchy on many roads towards pedestrians and cyclists.” [para 17]
- The comments made at the workshops on the overall strategy included that: ... Cycle routes need to be implemented between towns and villages as well as in them. [Para 18]
- In terms of investment priorities, a clear consensus emerged through the workshops on a number of options: • High(er) priority:cycle networks;’ [para 19]

The rationale for ignoring the views of consultees and leaving cycle networks as only medium priority is not adequately justified. Indeed, the LTP itself makes many statements which strongly support cycling – e.g. “Research shows that increased walking and cycling have the potential to be low cost,

high value measures that produce a number of benefits including: improvements in people's health and fitness, improved mental health and reduced stress levels, less traffic congestion, an improved quality of life for communities, reduced air pollution and CO2 emissions, the provision of affordable and accessible travel options for nearly all groups of people, reduced energy dependence." [para 6.65]

Both School Travel Plans and the Sustainable transport packages which are being developed for Chippenham, Devizes, Salisbury and Trowbridge are deemed to be high priority for investment, and cycling has a key role to play in both these areas. We hope therefore that Wiltshire's Local Transport Plan will be amended to make it clear that cycle networks will be considered a high priority for investment.

SPECIAL JOINT OVERVIEW & SCRUTINY SELECT COMMITTEE

ON THE DRAFT 2011-12 BUDGET

PURPOSE OF THE REPORT

1. To feedback to the Council a summary of the main issues made at the special joint meeting of the Overview & Scrutiny Select Committees held on 10 February 2011.

BACKGROUND

2. As last year to avoid a burdensome and bureaucratic model for the coming together of the four scrutiny select committees, the Organisation & Resources Select Committee agreed that the four committees would again hold a joint committee to consider the draft budget for 2011/12. This would provide an opportunity for non-executive councillors to question the Leader and Cabinet on the draft 2011/12 budget before it was put to Full Council on 22 February 2011 and Cabinet on 15 February 2011.
3. Prior to the introduction by the Leader, the Deputy Leader provided details of the following amendments to the Budget Plan:
 - That the savings references detailed within Ref: C1 (Adult Care Provision) on page 29 of the Plan should read D11 and E1.
 - That the Social Care reserve detailed in paragraph 2, page 54 of the Plan should read £500k and not £500m .
4. The Leader of the Council, in presenting the draft budget to the Committee, provided the following clarifications:
 - In considering the Financial Plan, Councillors should also consider the Business Plan as an important document that would provide clear context to its content.
 - The Executive had spent six months reworking the budget plan to its current state.
 - That significant savings had already taken place throughout the transition of five councils into one.
 - The financial state of the Country and the reduction in grant funding from central government over the next 4 years of 28%, which equated to approximately £32m in the first year, resulted in the release of the business plan taking place later than anticipated.

- The public priorities had been strongly reflected within the Plan. The clear priorities did not just reflect the savings required but also included the protection of services as prioritised by the public over the next 4 years.
- Difficult decisions were made this financial year, including the need to reduce management posts by 240.
- The Council needed to increase its work on lean systems thinking which had worked well over the last two years in order to continue the transformation of the Council.
- Through the Localism Bill the Council would receive a general power of competence which could be used to allow the Council to consider income streams in the future.
- The draft budget, whilst protecting services, also included a 0% increase in Council Tax.

MAIN ISSUES RAISED

5. Overall Budget

An ongoing contractual dispute was causing short-term pressures but would result in a long term saving of £4m.

That in relation to commissioning of services, the Council would always ensure the best and most cost effective deal was in place.

A number of service budgets had been calculated based on previous economic assumptions. Accordingly the base budget had been amended to reflect the current economic situation. The revised budget included the provision of Public Health which was now jointly funded by the Council.

Reserves – The Cabinet member for Finance confirmed that additional funding for areas such as social care would come from savings and there was a commitment to replace the reserves over the next four years.

PFI – The Council was confident in its ability to cover the proposed PFI schemes, including the housing PFI inherited from West Wiltshire District Council.

12% further savings requirement – Following announcements from central government on a further cost saving requirement, each service area within the Council was asked to produce a plan demonstrating where the 12% savings could be made that would result in the least impact to frontline services. It was expected that this would result in a further 250 redundant posts across the Council.

Within the next two years the local authority would be responsible for the funding of Public Health in its entirety although the post would remain jointly appointed by the Minister of Health.

Fees & Charges – it was confirmed that S106 agreements formed part of the Capital Budget. The Director of Resources was leading on a project that would lead to all Section 106 agreements being recorded on the a single database; the Director would be reporting to scrutiny on progress at the end of March.

Carbon reduction – the coalition government had changed its position towards carbon trading, removing the tradable allowance. An update on this would be taken to the March Environment Select Committee.

Communications plan – the Leader confirmed that details of the final financial and business plan would be circulated internally with further communications planned, to include the press and public, thereafter.

6. **Department for Children & Education**

- a) **Investment in children’s attainment** – there would be reductions to the number of School Improvement Partners (SIPs) and curriculum advisors and a greater emphasis would be put on encouraging high performing schools to support weaker ones. A core of professionals would be retained to facilitate this, with most of the work being done by managers but some by teachers from successful schools. The Council would play an important role in encouraging academies to form partnerships with those schools most in need of assistance.
- b) **School Improvement** – the budget reduction (£0.403m) was due to the reductions to the number of School Improvement Partners (SIPs) and curriculum advisors as mentioned above.
- c) **Connexions** – the cost reduction (£0.767m) would be achieved through reviewing how careers advice services would be delivered during this transitional period prior to the proposed national careers advice service.
- d) **Youth Development Fund** – the budget reduction (£0.549m) did not reflect cuts to staffing but was due to the cessation of the Youth Opportunities Fund as a ring-fenced grant.
- e) **Traded Services** – there would be a reduction (£0.136m) in the Council’s subsidisation of Urchfont Manor, Oxenwood Outdoor Education Centre and Braeside Education & Conference Centre. These would be encouraged to attract alternative income from other sources. For example, Urchfont Manor has begun hosting weddings.
- f) **Sure Start** – unlike many councils, Wiltshire would be retaining all (30) of its Children’s Centres in recognition of the crucial role they played in communities.
- g) **Children’s Social Care** – the cost reduction (£0.143) would be achieved by combining business support services for children’s social care and youth services within their new integrated structure, and by relocation into only four hub offices.

7. Department for Community Services

- a) **Transfer of funds from health service** – The Council and PCT had agreed a transfer of £1.4m to the local authority. All partners were working together to plan and manage the wide ranging changes to healthcare provision within Wiltshire.
- b) **Big Society** – Members asked for clarification on this budget area and noted that it was match-funding from government to promote ‘big society’; details were embargoed but confirmation was given that it would see a bigger role for the Area Boards. A budget of £200k had been set aside by the Council whilst further details on grant funding were received. The Council supported the voluntary sector centrally but area boards would be encouraged to assist smaller organisations and groups within their areas. To clarify the roles of the voluntary sector and area boards Sandy Lewis, Head of Strategy, Voluntary and Community Sector, would be briefing Councillors. The successful delivery of these projects would require support from the voluntary sector and members recognised this as a risk.

8. Department for Neighbourhood and Planning

- a) **Regeneration** –The £1m identified for investment invested would be complimented by a further £2m from EC grants which would allow the Council to continue with economic regeneration programmes. On the basis of the investment 6,000 new jobs and the safeguarding of 8,000 existing jobs within Wiltshire was expected.
- b) **Development Services** –in the future additional fees would be secured from pre-application advice including for listed buildings and a one off charge for the monitoring of S106 agreements. A provision existed within the budget for potential appeals although it was recognised that the risk of these remained low.
- c) **Salisbury Park and Ride Sites** – The way in which park and ride site provision was delivered would be changed, with prices based on passengers rather vehicles. A report would be presented to Cabinet in due course providing details on the proposed changes.
- d) **Street Scene** – parts of Wiltshire would see a reduction in the frequency of grass-cutting, which in part would contribute to the savings required from street scene.
- e) **Rail infrastructure** – The Council continued to support an increased local rail service within Wiltshire. The Economy and Enterprise team were leading on discussions but there was no money set aside in the budget for rail infrastructure improvements.

9. Department for Public Health and Wellbeing

- a) **Emergency Planning** – A written response would be circulated post meeting on the budget for this area to provide clarity on the proposed budget for 2011/12 (*not yet received*).

- b) **Licensing provision** – A reduction in staffing levels had taken place which included an exercise to review the service to result in a better regulation system.
- c) **Pest Control Services** – This service would remain an income stream for the authority, with further opportunities being explored.
- d) **Community Safety** – The budget reflected a reduction in partnerships funding, although reassurance was given that anti social behaviour and substance misuse funding would be retained.

10. Department of Resources & Chief Executive

- a) **Management Review** - £850k had been allocated last year for the Management Leadership Programme to provide officers with the tools needed to address the changes following the amalgamation of five councils into one. It was understood £250k had been spent prior to cancellation of the programme. There was a need for continued training as there were high expectations on managers across the organisation. Sickness levels amongst staff had increased over the last six months.
- b) **Economic Partnership** – £40k had been removed from the Local Economic Partnership funding. As the partnership had been running for 2 years a review would be undertaken.
- c) **Campuses** – a paper would be considered by Cabinet on Campuses on Feb 15th but members recognised the important role volunteers would have in this area and would scrutinise further as more details emerged.
- d) **Procurement** - £36m savings were still expected over the next 4 years within the procurement area. £7.4m savings had been achieved this financial year to date with expectations that further savings would be achieved.
- e) **Communications Department** - Although highlighted as an area under Resources Communications remained with the area of the Chief Executive. This service area was also expected to achieve 12% cost savings.
- f) **Ring-fencing** – most ring-fenced funding had been removed by central government although funding for specific educational purposes would continue to be ring-fenced.

11. Capital Budget

- a) **Highways** – Taking into consideration the significant reductions on funding received the settlement for Highways from central government would remain reasonable for Wiltshire. An additional £1.4m was received last year although there was no indication that additional funding would be provided this year.

12. Fees & Charges

- a) **Domestic Rates** – The Council had a discretionary policy which allowed an element of flexibility on national domestic rates that flowed through the Council. This allowed the authority to work with businesses to provide help where possible within areas of the community.

CONCLUSION

13. The Joint Committee noted the Cabinet Member responses, and would, however, continue to scrutinise the budget, particularly the Workplace Transformation Programme and the increased investment into Adult Social Care.

The Council is recommended to take into account this summary of the main issues raised at the special joint meeting of the Overview and Scrutiny Select Committees when determining the budget and council tax for 2011-12.

Cllr Jeff Osborn
Chairman – Joint Overview & Scrutiny Select Committee

Wiltshire Council

Cabinet

15 February 2011

Report of the Rapid Scrutiny Exercise – Helping People to Live at Home in Wiltshire

Background and Purpose

1. At its meeting held on 13th January 2011, the Health and Adult Social Care Select Committee received an update on the Care Pathway – Shaping Choices Programme for Older People.
2. Committee members were informed that a key piece of work being undertaken by the Department, in taking forward a number of Care Pathway recommendations, was the Help to Live at Home Review. The Cabinet Member for Adult Social Care, Communities and Libraries invited the Committee to consider the proposals arising from the review, prior to their endorsement by Cabinet on 15th February 2011.
3. A rapid scrutiny meeting was therefore arranged to enable councillors to carry out this role. The meeting was held on 9th February 2011 and was attended by:

Cllr Mike Hewitt	(Lead Scrutiny Member)
Cllr Peter Hutton	(Scrutiny Member)
Cllr Helen Osborn	(Scrutiny Member)
Cllr David Jenkins	(Scrutiny Member)
Cllr Pip Ridout	(Scrutiny Member)

Cllr Jemima Milton	(Portfolio Holder for Adult Social Care)
Cllr John Thomson	(Cabinet Member for Community Services)

Nicola Gregson	(Head of Commissioning – Older People and Adults with physical impairments)
Geoff Vale	(Commissioning Manger – Supporting People)
Andrew Osborn	(Programme Manager)
Ros Low	(Senior Scrutiny Officer)

Brian Warwick	(Representative from Wiltshire Swindon & Users Network WSUN)
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4. This report aims to outline the key comments made by Scrutiny members in response to the report: Helping People to Live at Home in Wiltshire.

Issues to Emerge

5. The Lead Member expressed disappointment at the limited time available for the scrutiny group to consider the report before the meeting. It was acknowledged, however, that all councillors had been invited to attend a briefing on the 'Help to Live at Home' Review a week earlier, and those who attended had benefited from the early explanation of the principles underpinning the review and the proposals put forward.
6. It was also acknowledged that the review had links to other areas of activity such as the Older People Accommodation Strategy and that this was the subject of a separate scrutiny exercise. The Major Contracts Task Group also had an ongoing interest in the Equipment service having previously reviewed the Medequip contract. Following this review, a number of recommendations were made in relation to the future tendering process of the Equipment service.
7. Councillors asked questions on the new Help to Live at Home service and the key administrative changes required to enable customers to deal with only one organisation.
8. The Cabinet Member for Adult Social Care, Communities and Libraries explained that the reorganisation represented a positive step change in home care provision, which provided an opportunity to bring all the services currently commissioned and contracted for separately into one service specification. Reducing the provider base would in turn not only achieve economies of scale but would provide an opportunity to join up services and deliver an improved customer experience from greater continuity.
9. It was reported further that a great deal of work had taken place to ensure that both financial and administrative systems were in place to support delivery of the new service model. This included making sure that systems (including mobile technology) could be extended into the various service areas to enable the access to and collection of real time information on care pathways.
10. The customer would no longer need to pursue different departments or organisations as one telephone number would be made available. Once the support services were integrated, the Council would only need to liaise with 5/6 lead organisations rather than the 120 that currently provide domiciliary care, reablement and housing related support services.
11. The scrutiny group asked questions about the requirements that would be built into the contract specification to ensure standards of service were met and the monitoring process that would be followed. The Head of Commissioning for Older People explained that the new contract would make it imperative that the Council commissioned providers who would deliver a flexible and cost effective service. The contracts would be subject to proportionate contract management to ensure that the required outcomes and value from the arrangements was secured. Monitoring activity would take place monthly and penalties administered where requirements, such as response times, were not met.
12. Councillors explored the level of consultation that had taken place with particular reference to self funders and how the views of those people not

living in sheltered accommodation were captured. In response it was explained that an extensive and thorough consultation programme had been undertaken involving both the public and private sector. This had included engaging with older people's forums, carer groups and the Wiltshire & Swindon Users Network. Discussions with service users around care pathways and with provider organisations (in particular Housing providers already promoting Telecare) had taken place.

13. Key findings from the consultation indicated that there was a lack of equity in the level of service received across the county. Consultation with customers also emphasised the importance of security and providing a service able to respond to people in a crisis as well as the importance of a "familiar face." It was reported that the specification was amended to take such views into account and it was now recommended that the service be commissioned to include housing support as well as domiciliary care.
14. The project team were also in the process of appointing an independent 'older people representative' to champion the views of older people within the community, to take on any concerns where they arise and to provide healthy challenge to the programme throughout its implementation phase.
15. The scrutiny members raised concern that whilst there was much emphasis on support for 'older people' during discussion, the review did include within its scope other user groups also with care packages, for example those with physical impairments or mental health problems. The rapid scrutiny group sought assurances that these areas would not be overlooked during implementation of the new service model and its promotion within the wider community and also that the required levels of transitional support would be put in place.
16. In response the Cabinet Member explained that the review was very much focused in these areas and the Portfolio holder had attended a number of user and support group events to ensure views were represented in all aspects of the review. The Head of Commissioning for Older People did clarify that the Help to Live at Home review would not include those people with high-level complex needs receiving specialist services.
17. Councillors queried the process for assessment and care management and whether there would be an integrated approach to assessments with other agencies. Councillors, reflecting on the experiences within their own communities, also stressed the importance of timely assessments and the potential consequences of delays which were often the result of numerous organisations assessing a customer before any support could be provided.
18. It was reported that the Council would retain the statutory responsibility for assessments but that Providers would be empowered to also undertake this role. The customer would have one assessment of the home and of equipment needs with agreement reached from all partners.
19. An individual would be able to discuss how they wanted their care delivered based on a set of outcomes that they wanted to achieve within a set period of time, for example keeping in touch with family or seeing friends. Key to this

was also ensuring that there was support to help people, in particular self funders, to navigate the market themselves. The important role played by the neighbourhood teams was also emphasised in this process as well as that of providing information and advice through voluntary sector organisations, GPs and through signposting customers to other therapeutic activities taking place in the community which help to promote wellbeing.

20. There would also be performance incentives in the specification which asked the provider to look at collective opportunities where people had similar outcomes and which would realise benefits, for example a trip to the cinema or theatre.
21. The scrutiny members recognised that by putting people at the centre of their support planning and empowering them to make choices around purchasing, the programme to implement self direct support was now a core component of the Help to Live at Home service. It was reported that in the past the Council had commissioned or purchased care in a very prescriptive manner which did not allow the customer to have much 'control' over the services they received. The new person-centred approach would enable people to be able to make informed choices about how and when services are provided.
22. The Scrutiny Group asked questions about the work that would be undertaken around prevention and early intervention. It was confirmed that within the contracting exercise a range of preventative services would be secured to promote an individual's health and wellbeing. The Help to Live at Home Service would extend informal support and services that reduce social isolation, often only provided within sheltered accommodation, to include other vulnerable people living in the wider community. The scrutiny group acknowledged the increasing evidence that preventative work, such as falls prevention, could also realise savings thus reducing the requirement for high-cost services such as residential care
23. Members queried the impact that increasing demand would have on care and support services in the future. The Cabinet member drew member's attention to the demographic analysis and forecast of future demand undertaken as part of the older people's accommodation strategy. It was reported that Wiltshire was investing in and developing a wide range of preventative services which were imperative for long term sustainability due to demographic growth. Innovative opportunities to reconfigure services, such as Help to Live at Home review and the review of Older People Accommodation, took into account changing market conditions, trends and population need projections.

Conclusions and Recommendations

1. The Rapid Scrutiny Group acknowledged the need to realign services provided directly to those individuals living at home and the efficiencies and improvement to the quality of service that will be achieved through the rationalisation of suppliers and providers.
2. Councillors were supportive of the proposals being put forward and acknowledged the work already undertaken in this area. All were thanked for attending the meeting and responding to the Group's questions.

Recommendations

- (1) That the Health & Adult Social Care Major Contracts Task Group receive further detail on the tendering activity, including contract selection criteria, outcomes and the specification of the contracts relating to services for:**
 - Community Equipment**
 - Independent Living**
 - Crisis Response**
- (2) To note the work underway to introduce Self Direct Support in Wiltshire and to request that the report on the Resource Allocation System and its implementation be brought to the Health and Adult Social Care Select Committee prior to its endorsement by Cabinet later in the year.**
- (3) That robust communication and implementation plans are put in place to ensure effective roll out of the new service, so that the required level of transitional support is provided and that customers understand how they will be affected by the changes.**
- (4) That a report is presented to the Health & Adult Social Care Select Committee which shows the work undertaken to measure the extent to which people feel their lives have improved from the new Help to Live at Home service once it is established.**

Cllr Mike Hewitt, Lead Member for the Rapid Scrutiny Exercise

Paul Kelly, Scrutiny Manager and Designated Scrutiny Officer

Report Author: Ros Low, Senior Scrutiny Officer (01225 718372)

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