

AGENDA

Meeting: Cabinet
Place: The Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Tuesday 7 November 2017
Time: 9.30 am

Please direct any enquiries on this Agenda to Will Oulton, of Democratic Services, County Hall, Trowbridge, direct line 01225 713935 or email william.oulton@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 Spatial Planning, Development Management and Property
Cllr Bridget Wayman	Cabinet Member for Highways, Transport and Waste
Cllr Philip Whitehead	Cabinet Member for Finance, Procurement, ICT and Operational Assets
Cllr Jerry Wickham	Cabinet Member for Adult Social Care, Public Health and Public Protection

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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

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

1 **Apologies**

To receive any apologies for the meeting.

2 **Minutes of the previous meeting** (*Pages 7 - 12*)

To confirm and sign the minutes of the Cabinet meeting held on 10 October 2017.

3 **Declarations of Interest**

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

4 **Leader's Announcements**

To receive any announcements from the Leader.

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 the officer listed above by 12.00 noon on Wednesday 1 November 2017. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 **Update: Special School Provision in Wiltshire** (*Pages 13 - 42*)

Report by Terence Herbert, Corporate Director

7 **Service User Engagement in Adult Care** (*Pages 43 - 150*)

 Report by Alison Elliott, Interim Corporate Director

8 **Adult Social Care Transformation Programme** (*Pages 151 - 160*)

Report by Alison Elliott, Interim Corporate Director

9 **Service Devolution and Asset Transfer** (*Pages 161 - 186*)

 Report by Dr Carlton Brand, Corporate Director

10 **Post 16 Area Wide Review of Education in Wiltshire** (Pages 187 - 196)

Report by Terence Herbert, Corporate Director

11 **Freehold of Asset to be Sold** (Pages 197 - 208)

Report by Alistair Cunningham, Corporate Director

12 **People Strategy (2017 - 2027) - Update** (Pages 209 - 232)

Report by Dr Carlton Brand, Corporate Director.

13 **Award of contract for a Highway Infrastructure Asset Management System**
(Pages 233 - 258)

Report by Alistair Cunningham, Corporate Director.

14 **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

15 **Exclusion of the Press and Public**

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

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 16 because it is likely that if members of the public were present there would be 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 item in private:

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

16 Award of contract for a Highway Infrastructure Asset Management System (Part ii)

To Follow

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.

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CABINET

MINUTES OF THE CABINET MEETING HELD ON 10 OCTOBER 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 Ian Blair-Pilling, Cllr Ernie Clark, Cllr Tony Deane, Cllr Darren Henry, Cllr Ruth Hopkinson, Cllr Jon Hubbard, Cllr Chris Hurst, Cllr Jerry Kunkler, Cllr Brian Mathew, Cllr Steve Oldrieve, Cllr Fleur de Rhé-Philippe, Cllr Tom Rounds, Cllr Jonathon Seed, Cllr John Smale, Cllr Ian Thorn, Cllr Graham Wright and Cllr Richard Gamble

124 Apologies

All members of the Cabinet were present.

125 Minutes of the previous meeting

The minutes of the meeting held on 12 September 2017 were presented.

Follow a question from Councillor Ian Thorn, it was agreed that officers be asked to clarify the position of consultation in relation to assets of community interest and, if necessary, an explanatory note be added to the minutes.

Resolved

To approve as a correct record and sign the minutes of the meeting held on 12 September 2017

126 Declarations of Interest

There were no declarations of interest.

127 Leader's announcements

The Leader expressed thanks to Carolyn Godfrey for her hard work and assistance at the Council in her last Cabinet meeting as Corporate Director.

128 **Public participation and Questions from Councillors**

The Leader drew the meeting's attention to the question from Mrs Spickernell, and the response given, circulated in the supplement to the agenda.

In response to a question from Councillor Ian Thorn, it was noted that the paper on Community Asset Transfers was scheduled on the workplan for November, but that it may be required to be discussed at a later date following further consideration of the proposed preferred model.

129 **Proposed changes to the Councils Allocation Policy**

Councillor Chuck Berry presented the report which asked Cabinet to consider recommended changes for adoption by Council and to note the progress in regard to the IT upgrade.

In the course of the presentation and debate, the matters raised included: that the recommendation would be considered by the meeting of Council in February; the supply of housing and the efforts address the shortage; the impact of marketing and changes of policy on the housing waiting list; how the Council is encouraging people with local connections to register for affordable housing in rural locations; and that library staff had been trained to provide assistance to residents to fill in housing and benefit application forms.

In response to a question from Councillor Ian Thorn, the Leader stated that Cabinet members had asked officers to investigate how best the Council could assist vulnerable residents during the transition period moving onto the Universal Credit scheme.

Councillor Laura Mayes, as the Cabinet Member responsible for Looked After Children, welcomed the change in the policy that allowed care leavers to be included as a priority and stated, in response to a query by Councillor Jon Hubbard, that she welcomed a flexible approach to how the policy was applied to this group in recognition of their specific vulnerabilities.

The meeting's attention was drawn to the recent recommendations of the Environment Select Committee who had considered the matter at their previous meeting.

At the conclusion of the debate, the meeting;

Resolved

To amend the council allocation policy and recommend to Council to update the policy.

Reason for Decision:

To make improvements to the allocation policy in line with recent recommendations following recent consultation as well as welfare reform and legislative changes to help make the system more effective and efficient.

130 **Wiltshire Core Strategy Review - Regulation 18 Consultation**

Councillor Toby Sturgis presented the report which sought approval for the initial consultation on the Wiltshire Local Plan Review and the development of the non-statutory Joint Spatial Framework being prepared jointly with Swindon Borough Council in accordance with the Wiltshire Local Development Scheme 2017 and legislation.

In the course of the presentation and debate, the matters raised included: that a briefing had been arranged for members on the 1 November 2017; that the consultation would be undertaken jointly with Swindon Borough Council; how best to engage with the public on this issue; that the scope of the review was at a relatively high level without explicit details of the impact on housing totals for specific communities; and how a plan-led approach can encourage adequate infrastructure investment.

In response to an issue raised, the Leader requested that given the importance of the matters at hand, officers consider how best to engage with the public through the consultation period, and that Councillors be encouraged to bring their ideas of how best to engage to the briefing in November. The Leader also exhorted Councillors to engage with the parish and town councils to encourage their engagement with the process.

In response to a matter raised by Councillor Ruth Hopkinson, the Leader restated the Council's support for a station at Corsham and highlighted the efforts made, through the auspices of the Local Enterprise Partnership, to progress the issue but cautioned that the matter could only proceed if a franchise operator agreed to stop at Corsham. The Leader asked officers and the relevant Cabinet Member to arrange to meet the division member and representatives from Corsham Town to discuss the matter further.

At the conclusion of the debate, the meeting;

Resolved

- i) To approve the documents set out at Appendices 1 and 2 for the purposes of consultation on the scope and content of the Wiltshire Local Plan Review, subject to amendment in (ii);**
- ii) To authorise the Associate Director for Economic Development and Planning in consultation with the Cabinet Member for Spatial Planning, Development Management and Property to: make any necessary changes to the consultation documents before they are finalised for publication and agree any changes to Appendix 1 with Swindon Borough Council; and make arrangements for, and undertake statutory consultation for a 6 week period starting during**

the week commencing 6 November 2017 concurrently with Swindon Borough Council.

- iii) **To note the resolution of Cabinet on 12 September 2017 regarding joint working with Swindon Borough Council, and that Cabinet will need to be satisfied that plans are in place to maintain a deliverable 5 year housing land supply in both authority areas before approving the plans.**

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.

131 **Military Civilian Integration (MCI) Partnership Update**

The Leader presented the report which provided an update on the important milestones that have been reached through partnership working and the support of the MCI Partnership since the last update report to Cabinet made in 2016.

In presenting the report, the Leader highlighted: the relaunch of the Wiltshire Covenant; the Army Basing programme and the continuing efforts to promote issues amongst the wider community.

The Leader made special mention of the recent national award given to the Council in recognition of the efforts to support the Forces community.

The Leader specifically commended the work of Kevin Ladner, Emily Higson and Nicky Dyer in supporting the programme of work.

Following the end of the item, the meeting;

Resolved

- i) **To confirm its support for the Military Civilian Integration (MCI) Programme, and endorses the approach being taken to delivery of the MCI Workstreams set out by the MCI Board; and**
- ii) **To note:**
 - a. **The progress and way forward on the Army Basing Programme;**
 - b. **The Wiltshire's Armed Forces Community Covenant (which was relaunched in March 2017) and success in drawing down significant covenant grant funding to support local integration projects;**

- c. **The Cooperation with the MOD - DIO in submitting the Round 6 of the One Public Estate bid, to be apprised of the various MCI award applications / bids submitted by Wiltshire Council in the past 12 months; and**
- d. **The continued cooperation with the MOD in identifying and progressing the opportunities that military presence can bring to boost the economy of Wiltshire.**

Reason for Decision:

The military has a significant presence in Wiltshire, and the nature of this presence will change dramatically over the coming years. It is important that the Council recognises the impacts that military presence will have on Wiltshire, both in terms of the opportunities that this will offer for economic growth, and the preparations that the Council is required to make to ensure that the needs of everyone in Wiltshire are met.

Cabinet is invited to recognise the achievements that have already been made with the support of the MCI Partnership, such as the relaunch of the Wiltshire AF Covenant, the Army Basing programme and ongoing success of The Enterprise Network in supporting military leavers and spouses, while acknowledging that there will be further challenges ahead, whose successful resolution will require the support of the Council working closely with the Ministry of Defence (MOD) and other partners.

132 **Urgent Items**

There were no urgent items.

(Duration of meeting: 9.30 - 11.25 am)

These decisions were published, earlier, on the 13 October 2017 and will come into force on 23 October 2017

The Officer who has produced these minutes is Will Oulton of Democratic Services, direct line 01225 713935, e-mail william.oulton@wiltshire.gov.uk

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

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Wiltshire Council

Cabinet

7 November 2017

Subject: Update: Special School Provision in Wiltshire

Cabinet Member: Cllr Laura Mayes – Cabinet Member for Children, Education and Skills

Key Decision: No

Executive Summary

Local authorities (LA) have statutory responsibilities for commissioning and securing the right educational provision to meet the needs of children and young people with special education needs and/ or disability (SEND).

Wiltshire Council officers and the Lead Member for Children's Services have been working with Special Schools since November 2015 to address how, working together, we could secure the best possible special school provision in and for Wiltshire's children.

The LA has undertaken detailed analysis of growth in demand resulting from the impact of the Children and Families Act (2014) reforms, military rebasing and new housing developments. From this analysis, it is predicted that an additional 220 special school places (5-16 years) will be required by 2026, these are in addition to the 588 places currently funded by the Education Funding Services Agency (EFSA).

The LA has been undertaking a pre-proposal consultation with key stakeholders to assist in the development of any proposals.

As part of those discussions alternative proposals in respect of aspects of the service were provided by the special schools (in October 2017). Detailed analysis and consideration of these aspects need to be concluded before any proposals can be finalised.

It is anticipated that the work necessary to finalise a proposal in respect of the wider service will be completed by the 16th February 2018, to inform any future Cabinet papers, or other decision-making processes.

The LA has set out a programme of work designed to secure a clear and strategic direction of travel to address demand.

A further report will be brought to Cabinet on the 27th March 2018 on the outcomes of this programme of work, and making any necessary recommendations. Subject to Cabinet's decisions at the March meeting there will then follow any statutory consultations, which will be informed by guidance issued by the Department for Education regarding maintained and academy schools.

Proposals

Cabinet are asked to:

- i) Note the work to be undertaken to develop a clear and strategic direction for the provision of specialist SEN provision.
- ii) Agree to receive a full report on the outcomes of this work, and any resulting recommendations, at the meeting of cabinet on 27 March 2018. Depending on the outcome of this work, this report will detail any further consultations that are necessary and outline how the local authority will discharge its duties in this regard.

Reasons for Proposals

To update Cabinet on the work being undertaken to review special school provision in Wiltshire, in advance of a more detailed Cabinet paper in March 2018.

Terence Herbert, Corporate Director

Wiltshire Council

Cabinet

7 November 2017

Subject: Update: Special School Provision in Wiltshire

Cabinet Member: Cllr Laura Mayes – Cabinet Member for Children, Education and Skills

Key Decision: No

Purpose of Report

1. To update Cabinet on the work being undertaken to review Wiltshire's Special School provision.

Relevance to the Council's Business Plan

2. This work on Wiltshire's Special School provision is relevant to the following Business Plan 2017-2027 priorities;

Priority: Growing the economy

- High quality special educational provision in all schools; ensuring that all pupils achieve the best possible outcomes and go on to enjoy the best start to adult life.

Priority: Strong communities

- Focus on delivering the education provision, in-county, that children and young people with special education needs and/ or disability (SEND) require – the right education provision, at the right time, in the right place.

Priority: Protecting those who are most vulnerable

- Ensuring that children and young people with SEND can have the best education and support, provided in good quality estate.
- Ensuring that special education provision in Wiltshire is equitably provided, reducing the number of pupils who must travel excessive distances to school.
- Special education provision that is better aligned with other related services (community health services, social care, and mental health for eg) to improve access to, and provision of, required support.

Priority: Innovate and effective council

- Doing things differently to ensure that the council can meet its statutory duties to provide the right education provision in the face of a rising population and growing demand.
- Improving the focus on outcomes for pupils with SEND.

Background

Glossary

3. To avoid over-complicating the report, each acronym is set out in full once, on the first occasion it is used. However, for ease a full glossary of acronyms is provided at Annex I. A short explanation of some of the terms used in this report (maintained school, pupil allocation number, place funding, for example) that may not be commonly used or understood, is also provided at Annex I.

Statutory Responsibilities

4. Local authorities (LA) have statutory responsibility for commissioning and securing the right educational provision to meet the needs of children and young people with special education needs and/ or disability (SEND).
5. The LA is responsible for identifying, assessing and meeting the needs of children and young people with SEND.

Special School Provision in Wiltshire

6. There are six special schools in Wiltshire; Rowdeford, St Nicholas, Larkrise, Downland, Springfields, and Exeter House¹.
7. As at July 2017, 777 children (aged 5 – 16 years) in Wiltshire attend a special school, 538 in Wiltshire schools and 239 in either another out-of-area local authority special school (143), or an independent special school (96). These children all have an Education Health and Care Plan (EHCP).
8. As at July 2017, a further 1499 children (aged 5 -16) in Wiltshire had an EHCP, but have their needs met in the mainstream of education provision. Wiltshire Council has a strong commitment to inclusion, educating children in the mainstream education sector wherever and whenever possible.

Financing SEND Provision

9. SEND provision in schools is funded through the Dedicated Schools Grant (DSG). The DSG is allocated in 4 funding blocks; Schools, Central Schools Services, Early Years and High Needs (HNB). The allocation of the HNB is currently based on a historic position rather than on changes in pupil numbers or need. A new national formula for high needs will be implemented in 2018-19 and Wiltshire will be on the funding floor under the new arrangements so will not see increases in funding in the short to medium term.

¹ See Annex II for further detail.

10. The LA retains responsibility for managing and making most effective use of the HNB of the DSG in consultation with Schools Forum, and for the strategic commissioning of high needs places.
11. High needs budgets have consistently overspent year on year since 2014-15. In previous years, overspends in the HNB have been covered by reserves in the DSG. The DSG reserve has reduced over time as the high needs overspend has increased. The level of DSG reserve is currently £0.583m and the first call on this will be any DSG overspend in the current financial year.

Capital Funding for SEN Provision

12. There is no specific capital allocation to the local authority to support SEND places. The local authority (LA) receives a limited capital grant from the DfE for urgent maintenance liabilities in community and controlled schools only, and this is reducing annually as more schools convert to academy status.
13. Central government has recently made a capital grant available to LAs for SEND provision; however this is a small grant for Wiltshire (£800k payable over three years) starting in April 2018.

Special Education Needs Strategy: Supporting Schools 2015-18

14. This Special Education Needs Strategy sets out the vision and priorities for SEN provision in Wiltshire's schools;

Vision: The right education provision, in the right places, for the right pupils, at the right time, and that the right support is offered to enable schools to achieve the best possible outcomes for pupils with SEN/D.

Priorities:

- 1: Right places
- 2: Improve outcomes and practice
- 3: Focus on inclusion
- 4: Early identification, positive engagement and improved transitions
- 5: Supporting schools and staff
- 6: Managing financial pressures

15. The strategy, endorsed after an extensive consultation with a wide range of stakeholders, identified several short-term proposals to address immediate financial pressures and improve existing provision. It further identified that all schools and the LA needed to work together in partnership to address the medium to long-term changes required. Specifically, the strategy noted that the LA would work with all Special Schools in Wiltshire to explore opportunities for collaborative working to facilitate a more efficient use of scarce resources.

Update for the Council

Work with Special Schools

16. In line with the SEN Strategy: Supporting Schools 2015-18, Wiltshire Council has been working with the Special Schools to secure the best possible provision in and for Wiltshire since November 2015. This work was carried out under the umbrella title 'Seizing the Agenda'; more latterly as WASSPP (Wiltshire Special Schools Partnership). This work has also involved other key stakeholders, including the WPCC, Chair of Schools Forum, and RSC.
17. In January 2017, using a one-off strategic planning funding made available by the Department for Education (DfE), the LA proposed that an interim consultant be engaged to look at the central question of demand for provision, and what the issues are for the provision of high level SEND places in Wiltshire. The appointment was made jointly by the LA and the Special Schools. The work commissioned concluded in May 2017, and a written report was produced (called the Wood/ WASSPP report, May 2017) and shared with all special schools through the WASSPP group.

Concerns regarding Special School provision

18. There are a number of concerns related to current and future special school provision², including;
- a. capacity to meet current and future demand. The LA has undertaken a detailed analysis of growth in demand resulting from the impact of the reforms in the Children and Families Act (2014), military rebasing and new housing developments (up to 2026). It is predicted that at least an additional 220 special school places (for pupils aged between 5-16 years) will be required by 2026 (on top of the current 588 places). Of these, 123 are for the North of the county, and 97 for the South³⁴;

Designation	North	South
Autistic Spectrum Disorder (ASD)	50	40
Social Emotional Mental Health (SEMH)	21	17
Complex	49	37
Sensory	3	3

- b. There is a geographic inequity of provision. The only Special School provision for SEMH and ASD is in the North of the county – Calne for ASD (Springfields), Devizes for SEMH (Downland). There are currently (July 2017) 71 pupils travelling from the South to these two schools. 53 of these pupils travel for more than one hour each way, every school day (September 2017).

² See Annex III for more detail.

³ See Annex V for further detail of Projected demand, by geography and need, over time

⁴ For an explanation of which areas fall into the North and South please see Annex VI

- c. There are concerns about the condition of Wiltshire's Special School estate. This is seen most acutely in the two LA maintained Severe Learning Disability (SLD)/Profound and Multiple Learning Disability (PMLD) schools in the North. Both Larkrise and St Nicholas are in a poor condition and struggle to meet the needs of their pupils most appropriately.
- d. The financial position of Wiltshire's Special Schools are vulnerable. Analysis of budget templates from the four-LA maintained schools indicates that three of the four are forecasting to be in deficit by 2018-19.
- e. There are significant pressures on the High Needs Block. Initial modelling of demand against the HNB indicates that spend will increase by ~£3.7M by 2020 if nothing changes. There are more children accessing SEN provisions, but the high needs funding, has not thus far, increased accordingly.
- f. Outcomes for pupils with SEND in Wiltshire need to improve. DfE statistical analysis identifies that KS2 and KS4 academic outcomes for Wiltshire are in the bottom third of local authorities in the country. Mainstream schools need sector led support to improve outcomes for pupils with SEND.

Moving Forward

19. In response to the Wood/ WASSPP report, and its own concerns, the LA developed draft proposals which it discussed with special schools at individual meetings held in June 2017. Special schools were invited to comment and provide any alternative suggestions by the end of July 2017.
20. The two academy schools indicated their willingness to work with the LA to deliver the proposed changes as they affected their schools. The LA considered the responses from the three maintained schools⁵ (supported verbally by the fourth⁶) and, while some important points were made, they did not sufficiently or adequately address the question of how the LA could ensure delivery of expanded and replacement provision to meet identified demand.
21. The LA noted that any further delay would have significant consequences for the placement of pupils in 2018-19, and that its role was to exercise the strategic leadership necessary to secure the best provision that it can for current and future children with SEND. Consequently, the LA met with the WASSPP group in September 2017 to outline its intention to take a paper to November Cabinet requesting permission to go to consultation on its proposals.
22. At this meeting, the LA outlined an invitation to Special Schools, individually or collectively, to submit any proposals which would address the specific issues of meeting identified demand and securing better geographical distribution of provision,

⁵ Rowdeford, Downland and Larkrise.

⁶ St Nicholas.

in a financially efficient manner. The LA offered to include any appropriate proposals in its paper to Cabinet, requesting permission to go to consultation.

23. In October 2017 a full and detailed proposal was submitted jointly by five⁷ of the Special Schools and proposed MAT partners – ‘Meeting the Challenges for Reshaping Specialist Education Provision across Wiltshire’s Specialist Schools and Academies’ (October 2017)⁸. A further proposal – ‘Response to proposals from Wiltshire Council; Developing to meet demand’ was received from the 6th school (Springfields Academy).
24. The LA is extremely grateful to the Special Schools, and their proposed, or actual, MAT partners, for the considerable thought and effort that went into these proposals.
25. The LA has considered the proposals received from the Special Schools and, whilst elements of these proposals have merit it cannot, as they stand, accept fully the proposals from Special Schools to meet demand in their entirety. The LA is therefore proposing to defer its proposals whilst a detailed programme of work is undertaken, including further detailed analysis of the Special Schools estate and involving all relevant stakeholders, which can best inform any future LA proposals, and enable it to exercise its statutory duty. It is anticipated that will be completed by mid-February, and reported to Cabinet in March 2018.
26. This ‘Future Intentions’ programme of work, was discussed with Special Schools at a meeting held with the Corporate Director on the 18th October 2017.

Future Intentions – Programme of Work

27. In setting out its Future Intentions Programme of Work (**Annex IV**), the LA is aiming to achieve the following objectives;
 - a) To maximise current SLD/ Complex provision to meet as much of the current and short to medium-term demand locally, as is possible.
 - b) To establish a strategic property solution for SLD/Complex provision in the North; enabling an increase of PAN to 350 (~an additional 50 places) to meet identified future longer-term demand.
 - c) To create new KS3 & KS4 ASD/SEMH provision in the South, providing an additional 130 places over time, to meet identified future demand and reduce geographic inequity of provision; potentially rationalising ASD and SEMH provision in the North to achieve this.

⁷ Downland, Exeter House, Larkrise, Rowdeford and St Nicholas Schools.

- d) To facilitate new and/ or expanded primary phase ASD/SEMH provision in the North and South, providing an additional ~50 places over time, to address shortfalls in current provision and to better meet the needs of children.

Current service

28. In the short term there is a need to expand provision at Exeter House and a change of designation at Rowdeford School to ensure that as far as possible existing needs are being met.
29. Therefore the LA will be undertaking a statutory consultation on a proposal to expand provision for Complex needs provision at Exeter House Academy, and a statutory consultation on a change of designation at Rowdeford School. These consultations will follow the appropriate DfE guidance⁹ and in accordance with standard practice will be signed off under delegated powers of the Lead Member.
30. These changes are necessary to maintain an effective service and will not adversely affect the anticipated future programme.

Task Group

31. On the 5th September 2017, the Children's Select Committee resolved to establish a task group to consider the future provision of education for SEND children and young people in the context of the challenges outlined in the Wood/ WASSPP Report (May 2017), specifically working with officers, schools and parents to consider any proposals to be presented to Cabinet.
32. This task group met for the first time on 9th October 2017 to agree its terms of reference and scope future work. The task group will gather evidence from various sources to produce a report with recommendations prior to the conclusion of this work.

Financial Implications

33. SEND provision in schools is funded through the Dedicated Schools Grant (DSG). The DSG is allocated in 4 funding blocks; Schools, Central Schools Services, Early Years and High Needs and SEND provision is funded through the high needs block. The council has a clear policy that it does not top up the DSG allocation from the revenue budget and therefore any pressures on DSG funded services need to be managed within the overall grant. To date this has been managed through a DSG earmarked reserve which has enabled previous year's underspends to offset the current pressures within the high needs block. Flexibility to manage the grant in this way will reduce with the implementation of that national funding formula for mainstream schools in 2018-19 as there will be reduced flexibility for councils to move money between DSG blocks. This will increase the pressure on the high needs block and therefore the need for more cost effective SEND provision within the county.

⁹ <https://www.gov.uk/government/publications/school-organisation-maintained-schools>
<https://www.gov.uk/government/publications/making-significant-changes-to-an-existing-academy>

34. This paper is an update report and we are at the pre-proposal consultation with key stakeholders to ensure that any proposal put forward is viable. This will include detailed consideration of the financial implications of any proposal including the impact on the DSG and any capital implications for the local authority. Officers will work with SA&FM to identify the most effective property solution and provide a business case capturing any capital requirements for any future proposals. At this stage it is not known whether there will be capital implications for the local authority or if capital could be accessed via the academy capital process via a strategic partner.
35. In relation to the current proposals to expand provision at Exeter House Academy and change the designation of Rowdeford School there will be the associated costs of increased place funding at the schools and increased top up funding for individual pupils. These pressures would need to be managed within the high needs allocation of the DSG. The new national funding formula for high needs, to be implemented from April 2018, should ensure that additional places are funded on a lagged basis, i.e. increases in place numbers will be funded the following year if demand is demonstrated. Any increased numbers of pupils in Wiltshire special schools will be funded at a basic level of £4,000 per pupil in line with the basic entitlement element of the formula which will be driven by the October school census each year. Additional top up funding over and above that basic level will need to be met from within the high needs block however these costs will be lower than if pupils are placed in the independent sector.

Legal Implications

36. At this stage, we are at the pre-proposal consultation with key stakeholders to ensure that any proposal put forward is viable and is fully informed as to key stakeholder needs.
37. Once this pre-proposal consultation is concluded then regard must be had to adhering to the SEND Code of Practice (2015) expectation to consult and engage with parent/carers on any development and change of practice and to ensure that any statutory requirements and DfE guidance regarding changes to maintained and academy schools are completed including general and statutory requirements as to consultation.
38. Throughout this process regard must also be had to the Council's statutory Public sector equality duties under section 149 of the Equality Act 2010.

Conclusions

Cabinet are asked to:

- i) Note the work to be undertaken to develop a clear and strategic direction for the provision of specialist SEN provision.

- ii) Agree to receive a full report on the outcomes of this work, and any resulting recommendations, at the meeting of cabinet on 27 March 2018. Depending on the outcome of this work, this report will detail any further consultations that are necessary and outline how the local authority will discharge its duties in this regard.

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Appendices

Annex I – Glossary

Annex II – Special Schools in Wiltshire

Annex III – Concerns about Special School provision

Annex IV - Programme of Work – Future Options and Strategy

Annex V - Breakdown of projected demand by need and geography, over time

Annex VI – North South split descriptor

Background Papers

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

None.

Glossary

<i>Academy school</i>	Independent schools funded directly by the Department of Education. Some academies have chosen to become academies, some have had this decision made for them by the DfE if they became inadequate within an Ofsted judgement. The Regional Schools Commissioner has oversight of their performance and standards. Academies are given greater powers than <i>maintained schools</i> to decide how to operate and govern their school.
<i>ASD</i>	Autistic spectrum disorder(s). Autistic spectrum disorder (sometimes called Asperger's) normally includes an assessment of persistent difficulties with social communication and social interaction and restricted and repetitive patterns of behaviours, activities or interests since early childhood, to the extent that these "limit and impair everyday functioning". Autistic spectrum disorder is a range of symptoms which can vary greatly from person to person. Attention Deficit Hyperactivity Disorder (ADHD) is also often seen as being part of the spectrum with behaviors around hyperactivity, inattentiveness and impulsiveness.
<i>CIL</i>	Community infrastructure levy
<i>Complex (need)</i>	Should be taken to mean children who cannot access a subject based curriculum, this includes children with SLD, PMLD, and more severe MLD.
<i>DfE</i>	Department for Education
<i>DSG</i>	Dedicated schools grant
<i>Education Health and Care Plan (EHCP)</i>	An EHCP details the education, health and care support that is provided to a child or young person with SEN or a disability. It is a legal plan and replaces statements as required by the Children and Families Act 2014.
<i>EFSA</i>	Education Funding Skills Agency
<i>Free School</i>	All new schools are set up as free schools, they have a similar legal framework as an academy once they are operational. They can be set up by groups of parents, individuals, independent and academy schools. The Local authority can also commission a free school through the "presumption" route.

<i>HNB</i>	High needs block (of funding)
<i>Independent school</i>	A school that is not maintained by a local authority and is registered under section 464 of the Education Act 1996. Section 347 of the Act sets out the conditions under which an independent school may be approved by the Secretary of State as being suitable for the admission of children with EHC plans.
<i>KS</i>	Key stage (of education)
<i>Maintained school</i>	A school that is funded and controlled by a local education authority. There are four types of maintained schools Community school, voluntary controlled school, voluntary aided schools and foundation schools. They are all maintained schools, but there are slightly different legal arrangements as to how they should be governed and how decisions should be made.
<i>MLD</i>	Moderate learning disabilities. The general level of academic attainment of these learners will be significantly lower than that of their peers, they will have difficulty acquiring literacy and numeracy skills. Other difficulties may include associated speech and language delay, low self-esteem, low levels of concentration and underdeveloped social skills
<i>MSI</i>	Multiple sensory disorder refers to a range of sensory difficulties; this may include hearing impairments (HI), Visual impairments (VI) or other hyper sensitivities in the sensory spectrum. Some children/young people may have sensory sensitivities which are more commonly seen as part of ASD.
<i>Multi Academy Trust (MAT)</i>	A group of academies that come together under a strategic and legally binding collaboration.
<i>PD</i>	Physical disability (PD) includes cerebral palsy, spina bifida, hydrocephalus and muscular dystrophy or any condition which places significant physical limitations on a child/young person. This is separate from any diagnosis of learning disabilities.
<i>Place funding</i>	For Special Schools core/ place funding is allocated at a value of £10,000 per planned place. Planned place numbers are agreed between the LA and the school (maintained schools) and with the ESFA for academies. Core funding for the places is allocated regardless of whether places are filled or vacant. However, if places are unfilled year on year the expectation is that place numbers would be reviewed.

<i>PMLD</i>	Learners with profound and multiple learning difficulties (PMLD) have complex learning needs. In addition to their severe learning difficulties, they may have other significant difficulties, such as physical disabilities, sensory impairment or a severe medical condition.
<i>Pupil allocation number (PAN)</i>	Pupil allocation number refers to the places agreed with the DfE.
<i>Schools Forum</i>	The Schools Forum is a statutory body which the Local Authority (Wiltshire Council) is required to consult on the following functions: <ul style="list-style-type: none"> Consultation on School Funding Formula Consultation on Contracts Consultation on Financial Issues The majority of forum members are schools members, with some other related members (Early Years, Diocese etc).
<i>SEMH</i>	Social, emotional and mental health difficulties (SEMH) is an overarching term where children/young people have difficulties with emotional regulation and/or social interaction and/or are experiencing mental health problems. These could manifest as difficulties such as problems of mood (anxiety or depression), problems of conduct (oppositional problems and more severe conduct problems including aggression), self-harming, substance abuse, eating disorders, physical symptoms that are medically unexplained or significant mental health conditions such a schizophrenia.
<i>SEN(D)</i>	Special education needs and/or disability.
<i>SLCD</i>	Speech, language and communication difficulties (SLCD) is an umbrella term. Children with SLCN may have difficulty with only one speech, language or communication skill, or with several. Children may have difficulties with listening and understanding or with talking or both, this is often, but not always associated with other areas of SEN such as ASD, M/SLD, PMLD or PD.
<i>SLD</i>	Severe learning disabilities. Learners have very significant intellectual or cognitive impairments. Learners with SLD may also have difficulties in mobility and co-ordination, communication and perception and the acquisition of self-help skills.
<i>Special school</i>	A school which is specifically organised to make special educational provision for pupils with SEN, these can be any type of school that is approved by the Secretary of State under Section 342 of the Education Act 1996.

<i>SpLD</i>	<p>Specific learning difficulty. This affects a person's ability to process and learn information. These difficulties occur independently of intelligence and cause a severe impact on the person's ability to learn in one particular area only. The types include the following:</p> <ul style="list-style-type: none"> • dyslexia – causes difficulties in literacy, for example in spelling and reading; • dyscalculia – causes difficulties understanding mathematical concepts; and • dyspraxia – affects the fine and/or gross motor skills, which can cause difficulties with balance and co-ordination
<i>Top up funding</i>	<p>If the cost of providing for a pupil with high needs is greater than the core/place funding of £10,000 then the LA pays a top up for that pupil. This is paid in real time and therefore only paid when a pupil is on roll in a school. In Wiltshire, and in most other LAs, a banding system is operated in which pupil's needs are assessed against specific bands and a funding value is allocated to each band. All pupils in SS in Wiltshire attract top up funding.</p>
<i>WASSPP</i>	<p>Wiltshire special school partnership (working group of LA officers and members, special school representatives, and other key stakeholders, including WPCC).</p>
<i>WPCC</i>	<p>Wiltshire Parent Carer Council</p>

Special Schools in Wiltshire

School	Location	Designation ¹⁰	Pupil allocation number (PAN)	Age Range	Status
Rowdeford	Rowde	MLD [Also SLCN, ASD and Physical Disabilities (PD)] – students not able to access a subject based curriculum	130	11 - 16	<i>LA maintained</i>
St Nicholas	Chippenham	SLD (Also ASD) – students not able to access a subject based curriculum	78	3 - 19	<i>LA maintained</i>
Larkrise	Trowbridge	SLD (also ASD) – students not able to access a subject based curriculum	85	3 - 19	<i>LA maintained</i>
Downland	Devizes	SEMH – students able to access a subject based curriculum	69	11 - 16	<i>LA maintained</i>
Springfields	Calne	ASD – students able to access a subject based curriculum	105	9 -16	<i>Academy</i>
Exeter House	Salisbury	SLD (Also ASD) – students not able to access a subject based curriculum	121	3 -19	<i>Academy</i>

¹⁰ These are the recorded designation on EDUBASE <https://get-information-schools.service.gov.uk/?SelectedTab=Establishments>

Concerns about Current Special School Provision

Demand – meeting current and future need:

The Wood/ WASSP report makes a conclusion that *‘the current number, location and designation of special school places are not aligned to either current or future needs. Existing provision needs to be reconfigured to meet current demand, and new provision is required to meet future demand’*.

Provision is not sufficient to meet current demand –

- a) SLD provision is currently full, but there are thought to be at least 8 children who will require this provision in September 2018. Failure to secure the right places locally will mean that the LA may have to place these children in independent sector provision, at considerable cost to the public purse and, potentially, to the outcomes for children concerned.
- b) This year’s (2017 intake) SLD demand in the North is largely being met by the installation of a temporary mobile classroom in the car park of one of the special schools, incurring financial and environmental cost.
- c) There is not the right ASD and SEMH special school provision at an early enough stage in a child’s education journey to best meet need and improve outcomes - there is very little Key Stage 2 (KS) ASD provision, none at KS1, and a very small primary SEMH KS2 provision (started for this year’s intake). Consequently, mainstream primary schools are under pressure to retain children in their settings, and several children have had to be placed in independent sector provision when this has not been possible, at considerable cost to the high needs budget.
- d) Some pupils have both ASD and SEMH needs. The current split between ASD and SEMH provision across two schools (Downland and Springfields) means that it is difficult to transfer pupils as their needs become better understood and/ or change. As at Jan 2017, 3 older children were having their needs met in the independent sector at a cost of £260k p/a because of their combined ASD and SEMH needs. Whilst there is a joint admissions policy in place this has not successfully translated into operational practice and the two schools continue to report difficulties getting children transferred.

Provision is not being used effectively to make provision for those with greatest level of need –

- a) Some of the pupils at the MLD school (Rowdeford) are funded at the lowest level of banded funding. No other special schools in Wiltshire have pupils funded at this level. In contrast, mainstream schools have 110 pupils (as at July 2017) whose banded funding levels are at higher levels. Of these 110, 19 are higher banded MLD pupils.

Provision is not sufficient to meet future demand –

- a. The LA has undertaken a detailed analysis of growth in demand resulting from the impact of the reforms in the Children and Families Act (2014), military rebasing and new housing developments (up to 2026).
- b. It is predicted that at least an additional 220 special school places (for pupils aged between 5-16 years) will be required by 2026 (on top of the current 588 places). Of these, 123 are for the North of the county, and 97 for the South¹¹:

Designation	North	South
ASD	50	40
SEMH	21	17
Complex	49	37
Sensory	3	3

- c. It is predicted that a further 88 post 16 places will be required from our special schools and/ or FE colleges.
- d. See Annex V for a further, detailed breakdown by need, and geography, over time.

Geographic equity of provision

The only special school provision for SEMH and ASD is in the North of the county – Calne for ASD (Springfields), Devizes for SEMH (Downland). There are currently (July 2017) 71 pupils travelling from the South to these two schools. The LA SEN transport budget is under considerable pressure.

There are, as at September 2017, 15 pupils at Downland and 38 pupils at Springfields who travel for an hour or more into school, and then back home, each day. Some pupils with ASD and SEMH do not benefit from long journeys into and from school, and schools have reported that this is disruptive to their behaviour and learning.

The LA is losing tribunals on grounds of distance to travel (7 as at Jan 2017, at a total annual cost of ~£500k, between 250-300% more expensive than cost to educate locally).

Condition of special school estate and capacity to expand

The Wood/ WASSPP report and LA condition surveys highlight concern about the condition of special school estate in Wiltshire.

This is seen most acutely in the two LA maintained SLD/PMLD schools in the North. Both Larkrise and St Nicholas provide education in estate which is in a poor condition. Larkrise has a 25-year-old temporary structure, and it is currently housing more than double the number of pupils it was built for; there is reported concern about the

¹¹ For an explanation of which areas fall into the North and South please see Annex VI

sufficiency of hoisting facilities. At both schools, there is a lack of appropriate toileting and changing facilities. Storage space has been utilised to create additional teaching space and consequently, at Larkrise, equipment (wheelchairs, walking frames etc.) are stored in the entrance. Hall and dining spaces are restricted, and there is restricted access to level playing areas at Larkrise. Neither school is thought to have the physical space to expand appropriately.

Essential critical works have been identified at Rowdeford, a LA maintained school, (estimated £465k, April 2016), where there are several temporary classrooms in use and not all areas of the school are accessible for those with restricted mobility. The school hall and dining area are insufficient for the number of pupils and the main building is Grade II listed, severely restricting modifications.

The LA has very limited capital funding available to improve the condition of the maintained schools. It is questionable if it would be a good use of public money to improve, rather than replace if possible, estate when there are fundamental issues with buildings that cannot be addressed through improvements (corridor width, outside space, size of hall, etc.).

Financial positions of special schools

The current funding mechanism, prescribed by the funding regulations, can impact on the financial stability in special school budgets as 'top up' funding follows pupils in real time, making recruitment and retention of skilled staff more difficult, particularly if schools are also having to manage a deficit position.

Analysis of budget templates from the four-LA maintained schools indicates that three of the four are forecasting to be in deficit by 2018-19. The fourth school (Downland) has projected a continued balanced position and has assumed that all places are filled for each of the next four years; this is not an assured position if provision is to be made available in the South of the county. Currently all schools have surplus balances that they can roll forward to absorb any in-year deficit, but this is unlikely to be a sustainable position.

Should a school go into deficit it is required to agree a recovery plan with the Chief Financial Officer of the Council to come back to balance over 3-5 years.

Each special school retains its own Governing Body, head teacher, deputy head, and business management function and operates its own admissions process. There are potential efficiencies.

Wiltshire's special schools are all relatively small (PAN ranges from 69 to 130).

Pressures on the High Needs Block (HNB)

The LA is responsible, in consultation with Schools Forum, for the HNB of funding. Any deficits need to be met as a first call on future DSG allocations or from within LA funding.

As already stated, the level of DSG reserve is decreasing and there is reduced flexibility to offset pressures arising within the HNB.

Wiltshire's HNB started to overspend in 2014-15, following the last funding reforms in 2013-14, when the full impact of the post-16 responsibilities transferred to the LA with insufficient funding. To date that overspend has been offset by underspends in other DSG funded blocks and by balances rolled forward from earlier years. Use of one-off funding to offset a recurrent overspend is not a sustainable position.

Initial modelling of demand against the HNB indicates that spend will increase by ~£3.7M by 2020 if nothing changes. ~£1M of this will be in independent sector provision.

Capacity to provide sector led support to mainstream schools

Two thirds of pupils with an EHCP do not attend a special school, and are educated in the mainstream. Mainstream schools are reporting an increased complexity of need amongst their SEN pupils.

Mainstream schools have expressed the need to have better access to specialist support at both an individual child and strategic level. The pressures on staffing levels – driven by financial constraints – in our special schools are such that they have not been able to deliver this support to the extent that it is required.

Outcomes for pupils

Outcomes for pupils with SEND in Wiltshire are not as good as they should be. The DfE's statistical analysis 2016 (LAIT¹²) identifies that the SEN schooling system in Wiltshire delivers KS4 and KS2 academic outcomes that places Wiltshire around the bottom third of Local Authorities (KS4 -109/150, KS2 - 98/150). In comparison, children in Wiltshire without SEN outperform the national averages at both KS2 and 4.

In addition, there has been insufficient focus on improving outcomes across the board, including more qualitative outcomes like Preparation for Adulthood measures (travel training, preparation for employment skills etc).

¹² <https://www.gov.uk/government/publications/local-authority-interactive-tool-lait> Data yet to be released for 2017.

Programme of work – Future Options & Strategy

It is good practice and consistent with collaborative partnership working for LAs to consult key stakeholders in developing any proposals prior to the publication of any formal proposal, as part of their duty under public law to act rationally and take into account all relevant considerations. By undertaking discussions with all stakeholders at an early stage to inform on possible proposals the LA will enable better participation in any subsequent formal consultation by all schools, parent carers, children and young people on these matters.

The LA has been in such a pre proposal consultation with key stakeholders which has been positive and which resulted in receipt of alternative proposals from Special Schools being received in October 2017 which need further analysis and then be considered as part of the finalising of an overall proposal.

It is anticipated that the work outlined below will be completed by the 16th February 2018, to inform any future Cabinet papers, or other decision-making processes. We have already had some discussions with key stakeholders and have identified some aspects of work which need to be considered as part of the wider service provision.

Future Service Provision

Future aspects that need to be considered – Topic 1

The LA analysis is that an additional 48 Complex (SLD/PMLD/MLD) places are required in the North of Wiltshire by 2026/27.

The three LA maintained schools making provision for pupils with Complex Needs (Rowdeford, Larkrise and St Nicholas) in the North have set out in the combined Special School proposal how they can make available places in the short to medium-term (between 13 and 16 places by 2019/20, and between 44 and 47 places by 2022/23). This was put as an alternative proposal by the three Special Schools in respect of the LA consideration of the potential build of a new school, and will need some further work in respect of its viability and relation to the wider service provision.

The LA will need to consider, with all key stakeholders, its proposal to seek a new build(s) and this alternative expansion of places at Rowdeford, Larkrise and St Nicholas Special Schools to meet identified demand. As part of this consideration, the Strategic Assets and Facilities Management team need to undertake a detailed review of the schools' existing estate to ensure that the three schools can meet these requirements. This assets review will also consider the best long-term sustainable and strategic property solution for Complex estate provision at the three LA maintained schools to ensure that the required additional 48 places can be provided by 2026/7.

This will enable the LA to make considered decisions about capital investment in special school estate in the short to medium-term, and to consider any planning implications. Further, this will allow the LA to make an informed decision about any requirement to secure a new build(s), as originally proposed by the local authority, from which to make

available Complex specialist provision, or whether existing estate in the North can be adapted sufficiently and cost effectively to appropriately meet the needs of pupils in the long-term.

Any proposals arising from this work will be subject to any necessary consultations.

Future aspects that need to be considered – Topic 2

Under this aspect the LA would consider, with all key stakeholders, whether a management merger of the three LA maintained SLD schools (Rowdeford, St Nicholas, and Larkrise) would ensure a more efficient allocation of pupils and maximise the use of current places, and enable an efficient use of non-teaching resource. Each school could remain on its own site, with its own head of school, and an Executive Head of the three schools would be appointed.

This could also enable the merged, financially efficient school to make application to join or form a MAT should it wish to do so, whilst giving the LA the assurance that provision is maximised and will not, in the future, be compromised by unnecessary financial - and other - economies of scale restrictions. This work will be undertaken with consideration to the work carried out under Topic 1; the three Special Schools have proposed that they can meet demand and that this will ensure that sufficient places will be available.

Any proposals arising from this work will be subject to any necessary consultations.

Future aspects that need to be considered – Topic 3:

There is currently no ASD or SEMH special school provision in the South of Wiltshire. There are currently 71 pupils currently travelling from the South to attend the two schools in the North (Springfields Academy and Downland School). In addition to the current 71 pupils, the LA analysis is that there will be demand for an additional 61 places in the South by 2026/27. Whilst some pupils described as in the South may be closer to provision in the North, this is difficult to define as parental choice and journey times should also be factored in. However, the LA anticipates demand, for pupils aged 11-16 years in the South, to be 130 ASD/SEMH places (approx. 83 ASD, 47 SEMH) by 2026/27.

The LA considers that there is a need to make this provision available in the South, and under this aspect would seek expressions of interest to run this provision for ASD/ SEMH combined provision for 130 pupils by 2026/27 (preferably); or separate special school ASD provision [for ~83 pupils] and SEMH provision [for ~47 pupils]¹³.

The Special Schools have proposed that;

¹³ It will do so by issuing a detailed requirement brief, informed by the views of stakeholders. Estate provision will ideally be secured through, or by, any strategic partner(s), however the LA, through the Strategic Assets and Facilities Management team, will also explore whether there is existing school estate in its portfolio that could be used to support this provision.

- This provision could be provided from within an existing Special School and an application for a new all age provision in the South of the county (Springfields)
- Some of this provision could be provided from two units attached to mainstream schools [one for ASD, one for SEMH] (Combined Special Schools)

This would be new provision that would enable the LA to better meet the needs of pupils, with ASD/SEMH in the South of the county, and provide more geographically equitable provision.

Subject to the outcome of the call for expressions of interest, detailed proposals will be subject to any necessary consultations.

Future aspects that need to be considered – Topic 4

There is limited ASD/ SEMH Primary phase provision in both the North and the South. The LA anticipates demand for 30 special school primary places in the North, and 20 special school primary places in the South.

The LA considers that there is a need to make this provision available in both the North and South, and under this aspect would seek a strategic partner(s) to provide new specialist ASD/SEMH combined provision for primary phase pupils in both the North (30 places) and the South (20 places) of the county¹⁴.

This new provision would enable the LA to better meet the needs of primary phase pupils, with ASD/SEMH in the South and North of the county, and provide more geographically equitable provision.

Special Schools have proposed that;

- This provision could be provided from within an existing Special School and an application for a new all age provision in the South of the county (Springfields)
- Some of this provision could be provided from within an existing Special School in the North, and potentially a unit attached to mainstream school in the South (Combined Special School proposal)

Undertaking this work will enable the LA to consider all options.

Subject to the outcome of the call for expressions of interest, detailed proposals will be subject to any necessary consultations.

Future aspects that need to be considered – Topic 5

The LA is concerned that making provision available in the South of the county could have an impact on the long-term financial viability of both Downland (LA maintained) and

¹⁴ It will do so by issuing a detailed requirement brief, informed by the views of stakeholders. Estate provision will ideally be secured through, or by, the strategic partner(s). All age special school provision is possible in both the North and the South and potential partners may wish to consider this possibility.

Springfields Academy in the North (as fewer pupils will be placed at both schools once provision in the South is secured). The LA will undertake detailed discussions with both schools, and other stakeholders, to understand the impact that creating ASD/ SEMH provision in the South will have on the long-term viability of both schools. Discussions will explore how best to secure provision in the North in the longer-term, to inform any future consultations and/ or decisions about provision. It is the LAs responsibility to consider how wider changes may affect other areas of service provision.

Subject to the outcome of these discussions, any detailed proposals will be subject to any necessary consultations.

Future aspects that need to be considered – Topic 6

The LA will, working with key stakeholders, undertake a detailed review of Post 16 provision in special schools and FE colleges to ensure that there is in place appropriate strategic planning to meet anticipated future demand and that there is a model of provision which ensures that all Post 16 SEND pupils have access to the right educational environment for their needs, and that the best possible outcomes are secured.

Subject to the outcome of these discussions, any detailed proposals will be subject to any necessary consultations.

Future aspects that need to be considered – Topic 7

The LA will, working with key stakeholders, undertake a detailed review of Early Years provision to ensure that there is in place appropriate strategic planning to meet anticipated future demand and that all pre-school children with SEND have access to the right support for their needs, and the best possible start to their formal education.

Subject to the outcome of these discussions, any detailed proposals will be subject to any necessary consultations.

Future aspects that need to be considered – Topic 8

The LA will, working with key stakeholders, undertake a detailed review of residential education provision in Wiltshire's special schools to ensure that there is the right range of provision available to meet the needs of children with SEND. The LA will explore the potential for a development of a small, highly specialised residential education facility for children with very complex needs and/ or behaviours that challenge.

Subject to the outcome of these discussions, any detailed proposals will be subject to any necessary consultations.

Future aspects that need to be considered – Topic 9

The LA was impressed by the potential for a Specialist Schools Collaborative Partnership (WSSCP) set out in the combined Special School response. It believes that a

collaboration such as the one proposed would be an excellent way forward, whatever Special School structure is in place. The LA will work with all Special Schools to look in detail at the potential for such a collaboration; this work would be included in any statement of future strategic intention.

Existing Service Needs – Expansion at Exeter House

The LA analysis is that an additional 37 Complex (SLD/ PMLD/MLD) places are required in the South of Wiltshire by 2026/27.

The LA will consult on proposals to expand, over time, provision at Exeter House Academy to meet identified demand in the South. This is the only special school in the South, and it has set out that it can meet this provision across the required timeline.

Making provision available through this existing provision will be considerably cheaper than securing new Complex provision in the South.

There would be limited capital costs, and where necessary these could be applied for through the Academy capital funding route.

This would enable the LA to meet its statutory duties to make available suitable provision for children with Complex needs in the South.

Existing Service Needs – Change of Designation at Rowdeford

The LA will consult on a change of designation at Rowdeford School from MLD to MLD/SLD.

This would enable the LA to increase the number of local places available for KS3 and KS4 pupils with more complex needs. This would support the LA to meet its statutory duties to make available suitable provision for children with Complex needs in the North.

Annex V

Based on analysis of growth because of reforms, housing developments and military rebasing the following breakdown is projected for future places

By SEN Designation	Current Placements in Wiltshire Special schoolSpecial Schools (5 – 16yrs)		2yrs (2019)			5yrs (2022)			9yrs (2026)		
	Current places North	Current places South	North	South	All new	North	South	All new	North	South	All new
ASD	111		4	9	13	24	22	46	50	40	90
SEMH	68		2	3	5	10	9	19	21	17	38
Complex	279	82	4	8	12	23	20	43	49	37	86
Sensory			0	1	1	2	1	3	3	3	6
All	458	82	11	20	31	58	52	111	123	97	220

Breakdown of existing Special school places and forecast for 2026

2017 Existing	In county Special school places	Out of county Special school places	ISS places	All special 2026	ASD/CI	SEMH	Complex	Sensory
Trowbridge	64	16	18	98	29	15	52	2
Bradford on Avon	6	4	4	14	2	3	9	0
Melksham	34	3	3	40	11	6	23	0
Devizes	40	1	9	50	23	12	14	1
Marlborough	15	5	6	26	9	6	10	1
Corsham	23	5	7	35	14	7	13	1
Calne	45	6	4	55	21	11	22	1
Chippenham	72	9	9	90	44	14	30	2
Malmesbury	6	4	4	14	8	5	1	0
Wootton Bassett	10	12	2	24	9	4	11	0
Pewsey	6	2	4	12	1	2	9	0
North	321	67	70	458	171	85	194	8
Salisbury	73	8	43	124	38	24	57	5
Wilton	5	1	2	8	4	0	4	0
Southern Wiltshire	0	0	0	0	0	0	0	0
Westbury	27	4	6	37	15	6	14	2
Warminster	47	5	10	62	23	15	22	2
Mere	1	3	0	4	1	1	2	0
Tisbury	1	0	0	1	1	0	0	0
Amesbury	31	2	4	37	18	6	12	1
Tidworth	22	6	7	35	13	7	14	1
out county	10	0	1	11	3	5	3	0
South	207	29	72	308	113	59	125	11
Total	538	96	143	777	287	149	322	19

2026 New	In county Special school places	Out of county Special school places	ISS places	All special 2026	ASD/CI	SEMH	Complex	Sensory
Trowbridge	21.41	4.25	5.75	31.40	10.90	5.57	14.19	0.74
Bradford on Avon	2.29	0.68	0.83	3.80	1.10	0.75	1.89	0.06
Melksham	8.42	1.22	1.66	11.29	3.81	1.98	5.32	0.19
Devizes	9.27	1.08	2.30	12.65	5.09	2.61	4.65	0.29
Marlborough	3.44	0.83	1.10	5.36	1.92	1.11	2.17	0.17
Corsham	5.24	1.02	1.47	7.72	2.95	1.49	3.08	0.20
Calne	7.76	1.19	1.31	10.26	3.85	1.99	4.20	0.22
Chippenham	17.99	2.85	3.81	24.64	10.09	4.35	9.61	0.59
Malmesbury	3.64	0.92	1.19	5.76	2.39	1.30	1.96	0.11
Wootton Bassett	4.15	1.70	1.03	6.88	2.55	1.24	2.97	0.12
Pewsey	1.89	0.42	0.72	3.04	0.80	0.55	1.64	0.05
North	85.47	16.17	21.16	122.80	45.43	22.92	51.70	2.75
Salisbury	23.19	3.67	8.33	35.19	12.24	6.66	15.23	1.06
Wilton	1.03	0.19	0.34	1.56	0.67	0.15	0.72	0.02
Southern Wiltshire	1.36	0.24	0.36	1.96	0.72	0.37	0.82	0.05
Westbury	6.09	1.01	1.50	8.61	3.30	1.52	3.47	0.32
Warminster	8.95	1.28	2.14	12.37	4.57	2.63	4.81	0.35
Mere	0.72	0.39	0.17	1.28	0.43	0.26	0.57	0.02
Tisbury	1.02	0.17	0.24	1.43	0.59	0.25	0.56	0.03
Amesbury	17.86	2.86	4.32	25.04	9.63	4.60	10.18	0.63
Tidworth	6.30	1.32	1.77	9.39	3.47	1.80	3.88	0.25
out county	0.94	0.00	0.09	1.03	0.28	0.47	0.28	0.00
South	66.52	11.13	19.16	96.82	35.61	18.25	40.23	2.73
Total	152.93	27.30	40.42	220.65	81.32	41.64	92.21	5.48

The numbers shown here are fractions as they are projections of future forecasts, based on nationally agreed pupil yield formulas extrapolated from current provision set against future housing.

2026 All	In county Special school places	Out of county Special school places	ISS places	All special 2026	ASD/CI	SEMH	Complex	Sensory
Trowbridge	85	20	24	129	40	21	66	3
Bradford on Avon	8	5	5	18	3	4	11	0
Melksham	42	4	5	51	15	8	28	0
Devizes	49	2	11	63	28	15	19	1
Marlborough	18	6	7	31	11	7	12	1
Corsham	28	6	8	43	17	8	16	1
Calne	53	7	5	65	25	13	26	1
Chippenham	90	12	13	115	54	18	40	3
Malmesbury	10	5	5	20	10	6	3	0
Wootton Bassett	14	14	3	31	12	5	14	0
Pewsey	8	2	5	15	2	3	11	0
North	406	83	91	581	216	108	246	11
Salisbury	96	12	51	159	50	31	72	6
Wilton	6	1	2	10	5	0	5	0
Southern Wiltshire	1	0	0	2	1	0	1	0
Westbury	33	5	8	46	18	8	17	2
Warminster	56	6	12	74	28	18	27	2
Mere	2	3	0	5	1	1	3	0
Tisbury	2	0	0	2	2	0	1	0
Amesbury	49	5	8	62	28	11	22	2
Tidworth	28	7	9	44	16	9	18	1
out county	11	0	1	12	3	5	3	0
South	274	40	91	405	149	77	165	14
Total	691	123	183	998	368	191	414	24

South and North localities

North

- Trowbridge
- Bradford on Avon
- Melksham
- Devizes
- Marlborough
- Corsham
- Calne
- Chippenham
- Malmesbury
- Wootton Bassett
- Pewsey

South

- Salisbury
 - Wilton
 - Southern Wiltshire
 - Westbury
 - Warminster
 - Mere
 - Tisbury
 - Amesbury
 - Tidworth
-

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Wiltshire Council

Cabinet

7 November 2017

Subject: Service User Engagement in Adult Care

Cabinet Member: Cllr Jerry Wickham, Cabinet Member for Health (including Public Health) and Adult Social Care

Key Decision: Yes

Executive Summary

At the 12 September 2017 Cabinet, Councillor Wickham presented a report on 'User Engagement with Adult Care'. In presenting the report, Councillor Wickham gave a summary of the position of the contracts, the views expressed by the User Led Organisations (ULOs), and stated that he wished the matter to be deferred to enable further constructive discussion with partners so that an approach could be agreed. It was resolved:

- to defer consideration of the item until the November 2017 meeting of Cabinet on the proviso that constructive dialogue takes place between commissioners in both Wiltshire Council and Wiltshire CCG together with the three ULOs; and
- That the current contract is extended until 1 June 2018 and the specification for the new arrangements are developed in readiness for a tender to be issued in late November 2017

To ensure a timely procurement exercise, delegated authority is sought to make decisions.

Proposals

- 1) To seek Cabinet's view of the options set out below to commission the statutory Healthwatch function and the non-statutory customer engagement functions provided by User Led Organisations.
- 2) To agree an option for the commissioning of Healthwatch and User Led Organisations
- 3) To secure delegated authority for the Corporate Director for Adult Care and Health, in consultation with the Cabinet Member for Adult Social Care, Public Health and Public Protection and the Associate Director for Finance to award a contract to the preferred provider/s when identified, as a result of the tender process.

Reason for Proposals

Commissioners recognise that there is scope to remove duplication and that there are several activities currently funded in contracts that could be removed from future service specifications to achieve savings and provide a more focused service.

To ensure timely procurement of the service.

Alison Elliott, Interim Corporate Director

Wiltshire Council

Cabinet

7 November 2017

Subject: Service User Engagement in Adult Care

Cabinet Member: Cllr Jerry Wickham, Cabinet Member for Health (including Public Health) and Adult Social Care

Key Decision: Yes

Purpose of Report

1. To inform the Cabinet of current contract and funding arrangements that the Council has with User Led Organisations and Healthwatch Wiltshire to engage with customers on adult care services
2. To seek Cabinet approval to commission a single service or lead provider model to deliver the statutory Healthwatch function and additional non-statutory customer engagement functions.
3. To secure delegated authority for the Corporate Director for Adult Care and Health, in consultation with the Cabinet Member for Adult Social Care, Public Health and Public Protection and the Associate Director for Finance to award a contract to the preferred provider/s when identified, as a result of the tender process.

Relevance to the Council's Business Plan

4. Service User Engagement in Adult Social Care and Health Services supports the Council's business plan to;
 - Create stronger more resilient communities
 - Protect vulnerable people within the community

By enabling the Council's customers to comment, develop and improve on the adult care services they receive.

Background

5. Wiltshire Council currently funds three User Led Organisations (ULOs):
 - Wiltshire Centre for Independent Living (WCIL)
 - Wiltshire People First (WPF)
 - Wiltshire and Swindon Users' Network (WSUN)

And Healthwatch Wiltshire (Evolving Communities Community interest Company) to provide the Council's customers with a variety of opportunities to have input into adult care work for example, by consulting on specific adult

care commissioning work, including evaluations of tenders. The four organisations are currently commissioned to provide:

- Peer support
- Input into staff recruitment and training
- Support to run the Learning Disability Partnership Board (WPF)
 - WPF support people with learning disabilities to co-chair the meeting with Wiltshire Council
 - WPF supports users to attend, arranges and pays for their transport, and a user fee for attending
 - Board meetings are co-produced by WPF and Wiltshire Council and co-chaired by someone with a learning disability
- Support to run the Autism Partnership Board (WSUN)
 - WSUN enable people on the autism spectrum to engage with the Autism Partnership Board, and enable their voice to be heard by, facilitating forums to discuss issues that people are raising, topics the board identifies or comment on progress of plans, supporting people on the autism spectrum to participate in board meetings and board sub groups.
- Support Service Users
 - WCIL support service users to have choice and control to become self-sufficient in all aspects of independent living not just through direct payments and packages of care but through community engagement
 - WCIL provide the means by which disabled people take control over their own lives, achieve full participation in all spheres of society, and make changes to how they are viewed and treated by engaging with them on all aspects of independent living to have their voices heard.
- Support with consultations
 - WCIL engage and consult with Self Funders to reach people needing advice about planning their care. Signposting people to agencies and writing and producing information booklets specifically for self-funders in Wiltshire which are held within GP surgeries and community buildings etc., as well as posted to people nationally whose relatives live outside of Wiltshire
 - WCIL have consulted with people on the closure of the Independent Living Fund; recent benefit changes; linking people with Wiltshire Council to address their concerns. They worked on the engagement of people affected by the Charging Policy in partnership with Healthwatch.

- WSUN facilitate opportunities for health and social care users that are traditionally marginalised to participate in consultations run by Healthwatch, including users from hard to reach groups.
- WSUN and WPF run consultation events and workshops that, for example:
 - o link with work undertaken by Healthwatch
 - o address issues raised by members
- WPF Consult with people with learning disabilities about specific pieces of Wiltshire Council work such as;
 - o Involvement in tendering for Residential Care Home provision
 - o Joint commissioning strategy
 - o Developing an outcomes based framework for people with learning disabilities
- Information and advice
 - Healthwatch have a duty to provide advice and information about access to local care services.

In addition, some ULOs also provide functions outside the scope of the commissioned specification, such as:

- Advocacy
- Community development activities
- Social activities for service users
- Information and advice

Co-production

6. Co-production is a process whereby service users and professionals work together as partners. Some definitions of co-production include:

“Co-production is not just a word, it’s not just a concept, it is a meeting of minds coming together to find a shared solution. In practice, it involves people who use services being consulted, included and working together from the start to the end of any project that affects them”

“A way of working whereby citizens and decision makers, or people who use services, family carers and service providers work together to create a decision or service which works for them all. The approach is value driven and built on the principle that those who use a service are best placed to help design it”

7. Commissioners have been working with the organisations detailed in paragraph 5 to co-produce services using a range of methods; such as consultation, workshops, user testing and helping with tender evaluations, so that services reflect what the people who use them want.
8. It is recognised that further work needs to be undertaken by commissioners before full co-production is achieved. The Think Local Act Personal (TLAP)

ladder of co-production (www.thinklocalactpersonal.org.uk) details a series of steps towards co-production in health and social care.

9. The Council is keen to ensure that the ethos of co-production is protected and developed within any future service specification(s) for service user engagement.

Healthwatch

10. The Health and Social Care Act 2012 placed a statutory duty on local authorities to establish a local Healthwatch. Healthwatch is a local independent service which exists to speak up for local people to ensure that the health and care system in Wiltshire reflects what local people expect and need. Local authorities have discretion as to how the local function is commissioned, however it should be noted that the Council must commission a social enterprise to deliver the statutory functions of Healthwatch.
11. Central Government provides £205,000 per annum in funding for Healthwatch through the Local Reform and Community Voices Act. This funding is not ring-fenced and in 2017/18, in line with a number of other authorities, Wiltshire Council reduced the grant by 10% to £184,500 per annum. Healthwatch England are currently using statutory powers to challenge these reductions, including challenging authorities to publicly outline how they assessed the cost of their local group and how they will provide assurance that it is able to deliver its statutory activities on the reduced budget
12. Since 2016, Healthwatch Wiltshire has been awarded an additional £100,000 from the Better Care Fund each year. This is in addition to Central Government monies for works not stipulated as a core Healthwatch responsibility within the current contract.
13. Wiltshire CCG does not fund the core Healthwatch contract, but does benefit from specific work funded from the Better Care Fund contribution. The CCG also commissions bespoke work from Healthwatch to inform consultations and service development. Wiltshire Council has also commissioned bespoke work from outside of the core contract and Better Care Fund - for example recent work on the charging policy.

Other User Engagement / Involvement

14. There is no statutory duty to fund ULOs, although the Care Act does suggest that market shaping and commissioning should be shared endeavours with customers, carers and other interested parties. Organisations can provide types of support that councils do value, such as signposting, information provision, self-advocacy and peer support as well as supporting people to be involved in consultations, reference groups or to attend meetings, and particularly in giving support to people from harder to reach groups, like those with learning disabilities, to engage.
15. There are overlaps with the services that each user organisation and Healthwatch provides in relation to engagement and consultation. However,

ULOs do provide valuable activities in relation to specific groups (e.g. people with learning disabilities; people with autism), enabling them to lead service developments. The organisations have also been forging relationships with one another within current contractual arrangements by collaborating on specific projects.

Future Commissioning options

16. Specific activities that promote co-production need to be maintained and included within any future service specification, such as
- **Adult care strategic development and consultation work**, in accordance with the Care Act requirements for market shaping and commissioning to be “shared endeavours” with customers, carers and other interested parties. Supporting this engagement activity requires us to reimburse service users for attending meetings, interviews etc. where they are required to attend as representatives
 - **Partnership/Strategic Boards:** These are boards that require customer engagement, and leadership by the people who use the services is at the heart of them for example:
 - The Learning and Disability Partnership Board
 - The Autism Partnership Board

Main Considerations for the Council

17. The Council is asked to consider Option 2: commissioning two separate services: one to deliver the statutory Healthwatch function and the other/s to deliver the non-statutory functions. These services would be tendered as part of a single process in two separate lots which would allow providers to bid for both or either lot.
18. The Council is asked to consider delegating authority for the Corporate Director for Adult Care and Health, in consultation with the Cabinet Member for Adult Social Care, Public Health and Public Protection and the Associate Director for Finance, to award a contract to the preferred provider/s when identified, as a result of the tender process.

Overview and Scrutiny Engagement

19. A report was considered by Health Select Committee on 5 September 2017 and views of the Committee were reported back by The Cabinet Member at the 12 September 2017 Cabinet meeting.

Safeguarding Implications

20. There are no safeguarding implications arising from this report

Public Health Implications

21. There are no Public Health implications arising from this report

Procurement Implications

22. The organisations current contracts come to end in March/April 2018. The current proposed tender time-scales are as set out below. Dependent upon the chosen options, it may be necessary to adjust this timescale, which would require extensions to current arrangements.

Tender issued	27 November 2017
Evaluation of submissions	16 January 2018
Selection of preferred provider/s	20 February 2018
Transition from current to new provider/s	5 March 2018
New provider/s operational	1 June 2018

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

23. An Equality Impact Assessment has been completed and is available as a background paper.
24. A consultation exercise has been undertaken with service users who have been asked about their experience of engaging with the Council and its partner organisations. A summary of the consultation findings is included in appendix 1.
25. Each of the current providers has been consulted and have provided their thoughts on engagement in the future. Their submissions are included as background papers.

Environmental and Climate Change Considerations

26. There are no specific environmental or climate change considerations

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

27. **If a decision is not taken, the following risks have been identified:**

- If current arrangements are maintained, there is potential for the duplication of service and costs to continue
- The commissioning of separate projects may continue, as current service specifications do not define all works required

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

28. A risk assessment of the proposed options has been undertaken by Commissioners. The following risks have been identified:
- Reducing or completely removing local authority funding to the existing organisations could cause them to close if they are unable to generate alternative income streams
 - There is a risk that tenders will be limited if there is no market which aligns to the Council's commissioning model. However, the Council has been engaging with providers to highlight concerns with duplication, efficiencies and encouraging providers to work together.

Financial Implications

29. The total 2017/2018 contract values of the services (3 ULOs and Healthwatch) is as follows:

Wiltshire Council	£427,890
Wiltshire CCG	£89,195
Total	£517,085

30. Organisations were awarded the following funding in 2017/18:

	WPF	WCIL	WSUN	Total
Wiltshire Council	£99,350	£40,000	£104,040	£243,390
Wiltshire CCG	£0	£0	£89,195	£89,195
Total	£99,350	£40,000	£193,235	£332,585

Of the £332,585 awarded by Wiltshire Council and Wiltshire CCG, it is estimated, based on contract review information, that £100,000 is used for back office costs across the three organisations.

31. Funding for Healthwatch and the three ULOs was reduced from £477,409 (2016/17) to £425,293 in 2017/18 to achieve efficiencies.

32. The funding allows for the organisations to pay for back office costs as well as service delivery. There is therefore potential to make savings by:

- Reducing the number of organisations and their associated 'back office costs'
- Concentrating funding on achieving specific outcomes/undertaking specific activities
- Moving away from the requirement for the organisation to deliver this service to be a ULO, whilst protecting the principles of co-production
- Removing some of the current outcomes/activities funded within contracts as detailed within this report.

Detailed modelling will be undertaken to identify savings from the chosen option. An indicator of scope for savings is set out in options considered below

Legal Implications

33. There are no legal implications arising from this report

Options Considered

Several options were considered before arriving at the proposal set out in this paper;

34. Option 1 - Commission a statutory Healthwatch function only; all additional user engagement activity would be spot-purchased as necessary for specific projects

Pro's	Con's
<ul style="list-style-type: none"> No duplication of service One lead organisation for the council to work with 	<ul style="list-style-type: none"> The voice of people with complex needs and from hard to reach groups may not be adequately represented There would be no Partnership Board presence, service user leadership, engagement or support Spot-purchase of additional user and carer engagement activity could be costly particularly if the lack of core funding removed user engagement organisations from the market Does not meet the expectations for co-production as set out in the Care Act

35. Option 2 - Commission separate services: one to deliver the statutory Healthwatch function and the other/s to deliver the non-statutory functions. These services would be tendered as part of a single process in two separate lots which would allow providers to bid for both or either lot.

Pro's	Con's
<ul style="list-style-type: none"> This option would reduce the risk that there will be no organisation interested in bidding for both user engagement and Healthwatch functions This option would have an impact on reducing the back-office costs associated with three separate ULOs This option would maintain an organisation in Wiltshire with a user led Board, and thus protect the ethos of user-led co-production There is potential scope to work with Bath & North East Somerset and Swindon Councils in the future 	<ul style="list-style-type: none"> The potential for duplication of services and funding is likely to continue

to pool each authorities funding and deliver a single Healthwatch. This approach would fit in with the areas Sustainability and Transformation Plan and provide potential to generate savings in the long term whilst still delivering a quality service

36. Option 3 – Commission a single lead provider to provide both the Healthwatch functions and the functions outlined in paragraph 16

Pro's	Con's
<ul style="list-style-type: none"> • A single lead provider may take the form of a consortium of providers, thus reducing the risk of a single provider not having the specialist knowledge to support different groups of service users. • Funding a single lead provider would considerably reduce duplication and the back-office costs of the service. • This is the preferred option of Wiltshire CCG. 	<ul style="list-style-type: none"> • Potential loss of specialist expertise unless specifically described within the specification • The new commissioned organisation may not have a user-led board and it would be more difficult to protect the ethos of user-led co-production.

37. Option 4 - To continue as is

Pro's	Con's
<ul style="list-style-type: none"> • Service users are aware of the services organisations provide. Each organisation has a diverse range of members whom they engage with to shape and comment on Council and CCG services 	<ul style="list-style-type: none"> • There would be continued duplication of services (particularly back-office) • Funding multiple organisations increases the total cost of commissioning • The current contracts need to be strengthened and made fit-for purpose

Conclusions

38. Cabinet is recommended to approve option two – Commission two separate services: one to deliver the statutory Healthwatch function and the other/s to deliver the non-statutory functions which will ensure a co-ordinated user engagement service and provide opportunities for efficiencies
39. Cabinet is requested to note the potential impact of the chosen option on the procurement timescales set out in section 22 of this report
40. Cabinet is requested to approve delegated authority for the Corporate Director for Adult Care and Health, in consultation with the Cabinet Member for Adult Social Care, Public Health and Public Protection and the Associate Director for Finance, to award a contract to the preferred provider/s identified as a result of the tender process

Alison Elliott, Interim Corporate Director for Adult Care and Health

Report Author: Jessica Chapman, Community Commissioner - Adult Care Commissioning & Housing, Jessica.Chapman@wiltshire.gov.uk

Appendices

- Equality Impact Assessment
- Provider Consultation documents
- Summary of consultation with service users

Background Papers

None

Equality Analysis Evidence Document					
Title: What are you completing an Equality Analysis on?					
User Engagement in Adult Care					
Why are you completing the Equality Analysis? (please tick any that apply)					
Proposed New Policy or Service	Change to Policy or Service X	MTFS (Medium Term Financial Strategy)		Service Review	
Version Control					
Version control number	1	Date	24/07/17	Reason for review (if appropriate)	
Risk Rating Score (use Equalities Risk Matrix and guidance)					
<p>**If any of these are 3 or above, an Impact Assessment must be completed. Please check with equalities@wiltshire.gov.uk for advice</p>					
Criteria	Inherent risk score on proposal		Residual risk score after mitigating actions have been identified		
Legal challenge			6		
Financial costs/implications			2		
People impacts			3		
Reputational damage			12		
Section 1 – Description of what is being analysed					
<p>Wiltshire Council currently funds three User Led Organisations (ULOs)</p> <ul style="list-style-type: none"> • Wiltshire Centre for Independent Living (WCIL) • Wiltshire People First (WPF) • Wiltshire and Swindon Users' Network (WSUN) <p>And Healthwatch Wiltshire to provide the Council's customers with a variety of opportunities to have input into adult care work. The contracts for all these organisations end on 31st March 2018.</p> <p>Commissioners have been working with the above organisations to co-produce services using a range of methods; such as consultation, workshops, user testing and helping with tender evaluations, so that services reflect what the people who use them want</p> <p>Commissioners recognise that there are several activities funded in user organisation contracts that are provided for elsewhere and could be removed from future service specifications to achieve savings and provide a more focused service.</p> <p>Commissioners are keen to ensure that the ethos of co-production is protected and developed within any future service specification(s) for service user engagement.</p> <p>All Local Authorities are required, under the Health and Social Care Act 2012 to commission a local Healthwatch organisation.</p> <p>Therefore, it is proposed that Wiltshire Council and CCG commission a single lead provider to provide both the Healthwatch functions and additional functions as outlined within the Cabinet paper 'User engagement with adult care'</p>					

Section 2A – People or communities that are currently targeted or could be affected

by any change (please take note of the Protected Characteristics listed in the action table).

All residents of Wiltshire are potentially affected by any changes to user engagement. In particular, the active members of the three ULO's, whom have the following membership numbers:

WSUN: 650

WPF : 142

WCIL: 100

WSUN have a 'large membership across Wiltshire who identify as having physical or sensory impairments, mental health issues, learning disabilities, being on the autistic spectrum, long term conditions, complex needs and older people, many of whom are also living with these same conditions which may include Dementia. Many of these are in effect the most vulnerable residents of Wiltshire.'

Wiltshire People First is ' a user-led self advocacy organization that promotes the rights and inclusion of young people and adults with learning disabilities, autism and those with communication needs across the county.

Wiltshire CIL are a membership organisation managed and led by disabled people, supporting people to achieve their aspirations in Independent Living and acting as a collective voice on issues affecting them.

Section 2B – People who are delivering the policy or service that are targeted or could be affected (i.e. staff, commissioned organisations, contractors)

There is potential that the three ULOs could see a significant or total reduction in funding from the Council and Wiltshire Clinical Commissioning Group if Cabinet approves the recommended option of commissioning a single lead provider to provide both the Healthwatch functions and additional functions as outlined with the Cabinet paper 'User engagement with adult care'. It is unknown at this point what the potential impact would be as this would depend on which organisations choose to bid for the proposed tender and whether they chose to bid as a consortium.

Details of the number of staff affected would be ascertained once the tender process begins and the relevant staffing spreadsheets have been returned by the organisations.

Section 3 –The underpinning evidence and data used for the analysis (Attach documents where appropriate)

Prompts:

- What data do you collect about your customers/staff?
- What local, regional and national research is there that you could use?
- How do your Governance documents (Terms of Reference, operating procedures) reflect the need to consider the Public Sector Equality Duty?
- What are the issues that you or your partners or stakeholders already know about?
- What engagement, involvement and consultation work have you done? How was this carried out, with whom? Whose voices are missing? What does this tell you about potential take-up and satisfaction with existing services?
- Are there any gaps in your knowledge? If so, do you need to identify how you will collect data to fill the gap (feed this into the action table if necessary)

Wiltshire Council Commissioners undertook a seven-week consultation (26 June – 14 August 2017), in line with corporate recommendations, with Wiltshire residents. A total of 307 people completed the questionnaire, 276 individuals and 31 people via a group response.

The aims of the Wiltshire Health and Social Care User Voice Survey were as follows:

- To seek views on how the Council engages with people who use adult health and social

care services.

- To ascertain how service users would like to engage with the Council and the organisations it commissions to undertake these functions in the future
- To understand the types of support service users, require to enable them to share their views on the services they access
- To determine how the Council and service users can better work together to co-produce services

A full report on the consultation has been produced 'Wiltshire Council Health and Social Care User Voice Consultation'

The key findings of the consultation were:

- 70% (192) of respondents would like to have the opportunity to comment on the services they receive
- Respondents wished to give their views in several ways rather than choosing one singular option. On average respondents picked three different methods in which they would like to give their views, the most popular being:
 - Being part of a group of people that provides a group response
 - Speaking direct to a service provider
 - Post
 - Online via an email survey or feedback from
- Respondents indicated that on average they would require 4-5 different methods of support to enable them to give their views on the services they receive. The most popular forms of support were:
 - Transport to an event
 - Help to fill in any forms
 - Help to understand the questions
 - Help to communicate my views
 - Support at an event from a care/support worker
- Respondents valued, making sure the voice of service users is heard, getting better information and advice, improving the local services on offer and enabling people with similar experiences to meet together as the most important aspects of the different organisations work.
- Respondents listed a number of re-occurring themes that they would change about how they make views known, these were:

Feedback

- Feedback is given to service users at the end of consultation exercises
- Service users don't have to repeat their feedback to different organisations
- Reassurance that service users are giving feedback correctly

To be listened to

- That service users are listened to

Being heard

- That service users are heard

Valued

- Service user's involvement is valued

Confidence

- Service users would like to have the confidence to speak out and take part

The results of the consultation will be used to inform the service specification/s to ensure that service users voices are heard and that they have a variety of methods available to them

***Section 4 – Conclusions** drawn about the impact of the proposed change or new service/policy

Prompts:

- What actions do you plan to take as a result of this equality analysis? Please state them and also feed these into the action table
- Be clear and specific about the impacts for each Protected Characteristic group (where relevant)
- Can you also identify positive actions which promote equality of opportunity and foster good relations between groups of people as well as adverse impacts?
- What are the implications for Procurement/Commissioning arrangements that may be happening as a result of your work?
- Do you plan to include equalities aspects into any service agreements and if so, how do you plan to manage these through the life of the service?
- If you have found that the policy or service change might have an adverse impact on a particular group of people and are **not** taking action to mitigate against this, you will need to fully justify your decision and evidence it in this section

The commissioning decision will impact upon the ULOs and their members, some of whom are vulnerable adults

Commissioners will need to ensure that the findings from the consultation are reflected in any future service specification/s to ensure that service users voices are heard and have the support they require to enable them to be heard.

Having the required transition period from the current to the new Provider will help to mitigate service users concerns as they will be informed within plenty of time of any changes that may occur as a result of the new service model coming into place on 1 April 2018.

Commissioners will work closely with the new Provider/s to ensure a smooth transition of service.

***Section 5 – How will the outcomes from this equality analysis be monitored, reviewed and communicated?**

Commissioners will ensure that there is an adequate transition period from the current providers to the new to ensure that any members affected will be notified and any changes will be gradual to ensure a smooth transition for all concerned.

The service specification will also contain all the elements outlined within the consultation report that service users required, to enable as many people as possible to have their voice heard. Commissioners will also monitor the contract to ensure that the Provider/s is adhering to the specification.

***Copy and paste sections 4 & 5 into any Committee, CLT or Briefing papers as a way of summarising the equality impacts where indicated**

Completed by:	Jessica Chapman
Date	21 August 2017
Signed off by:	
Date	
To be reviewed by:	
Review date:	

Equality Impact Issues and Action Table (for more information on protected characteristics, see page 7)					
Identified issue drawn from your conclusions (only use those characteristics that are relevant)	Actions needed – can you mitigate the impacts? If you can how will you mitigate the impacts?	Who is responsible for the actions?	When will the action be completed?	How will it be monitored?	What is the expected outcome from the action?
Age					
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race (including ethnicity or national origin, colour, nationality and Gypsies and Travellers)					
Religion and Belief					
Sex					
Sexual Orientation					
Other (including caring responsibilities, rurality, low income, Military Status etc)					

1
2
3
4
5
6
7
8
9
10

Calculating the Equalities Risk Score

You will need to calculate a risk score twice:

1. On the inherent risk of the proposal itself (without taking into account any mitigating actions you may identify at the end of the Equality Analysis (EA) process)
2. On the risk that remains (the residual risk) after mitigating actions have been identified

This is necessary at both points to:

- Firstly, identify whether an EA needs to be completed for the proposal and;
- Secondly, to understand what risk would be left if the actions identified to mitigate against any adverse impact are implemented

Stage 1 - to get the inherent risk rating:

1. Use the [Equalities Risk Criteria Table](#) below and score each criterion on a scale of 1 - 4 for the impact and 1 – 4 on their likelihood of occurrence. Multiply these 2 scores together (Likelihood x Impact) to get a score for that criterion (this will range from 1 – 16).
2. Record each of these scores in the [table](#) at the beginning of this document
3. Assess whether you need to carry out an EA using the guidance box below (stage 2).

Stage 2 - to identify whether an EA needs to be carried out:

If your inherent risk score (for any criteria) is:

12 – 16 or Red = High Risk. **An Equality Analysis must be completed.** Significant risks which have to be actively managed; reduce the likelihood and/or impact through control measures.

6 – 9 or Amber = Medium Risk. **An Equality Analysis must be completed.** Manageable risks, controls to be put in place; managers should consider the cost of implementing controls against the benefit in the reduction of risk exposure.

3 – 4 or Green = Low Risk. **An Equality Analysis must be completed**

1 – 2 or Green = Low Risk. **An Equality Analysis does not have to be completed**

Stage 3 - to get the residual risk rating:

1. Repeat the process above when mitigating actions have been identified and evidenced in the [table](#) on page 3 to calculate the **residual risk**
2. Make a note of the residual risk score in the [table](#) on the first page of the EA template

Equalities Risk Criteria Table

Impact Criteria	Low 1	Moderate 2	Substantial 3	Critical 4
Legal challenge to the Authority under the Public Sector Equality Duty	Complaint/initial challenge may easily be resolved	Internal investigation following a number of complaints or challenges	Ombudsman complaint following unresolved complaints or challenges	Risk of high level challenge resulting in Judicial Review
Financial costs/implications	Little or no additional financial implication as a result of this decision or proposal	Medium level implication with internal legal costs and internal resources	High financial impact - External legal advice and internal resources	Severe financial impact - legal costs and internal resources
People impacts	No or Low or level of impact on isolation, quality of life, achievement, access to services. Unlikely to result in harm or injury. Mitigating actions are sufficient	Significant quality of life issues i.e. Achievement, access to services. Minor to significant levels of harm, injury, mistreatment or abuse OR, low level of impact that is possible or likely to occur with over 500 people potentially affected	Serious Quality of Life issues i.e. Where isolation increases or vulnerability is greatly affected as a result. Injury and/or serious mistreatment or abuse of an individual for whom the Council has a responsibility OR, a medium level of impact that is likely to occur with over 500 people potentially affected	Death of an individual for whom the Council has a responsibility or serious mistreatment or abuse resulting in criminal charges OR High level of impact that is likely to occur, with potentially over 500 people potentially affected
Reputational damage	Little or no impact outside of the Council	Some negative local media reporting	Significant to high levels of negative front page reports/editorial comment in	National attention and media coverage

Equalities Risk Matrix

Acceptable

Actively managed

Impact	Critical (4)	4	8	12 Significant risk	16 Significant risk
	Substantial (3)	3	6	9	12 Significant risk
	Moderate (2)	2	4	6	8
	Low (1)	1	2	3	4
		Very unlikely (1)	Unlikely (2)	Likely (3)	Very likely (4)

Likelihood of occurrence

The protected characteristics:

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds). This includes all ages, including children and young people and older people.

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment - The process of transitioning from one gender to another.

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Marriage and civil partnership - Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships' and from 29th March 2014, same-sex couples can also get married at certain religious venues. Civil partners must be treated the same as married couples on a wide range of legal matters.

Pregnancy and maternity - Pregnancy is the condition of being pregnant. Maternity refers to the period of 26 weeks after the birth, which reflects the period of a woman's ordinary maternity leave entitlement in the employment context.

Sex (this was previously called 'gender') - A man or a woman.

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes

You are also protected if you are discriminated against because you are **perceived** to have, or are **associated** with someone who has, a protected characteristic. For example, the Equality Act will protect people who are caring for a disabled child or relative. They will be protected by virtue of their association to that person (e.g. if the Carer is refused a service because of the person they are caring for, this would amount to discrimination by association and they would be protected under the Equality Act)

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Wiltshire Council
Health and Social Care
User Voice Consultation

Title: Wiltshire Council Health and Social Care User Voice Survey

Summary: This document contains a summary of the public consultation work undertaken by Wiltshire Council regarding service users experience of engagement with the Council. By 'engagement' we mean providing service users the opportunity to have input into adult care work such as policy changes, strategies and service development by, for example, completing surveys, attending workshops, and formal meetings on the adult health and social care services they receive

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1. Introduction

- 1.1 This report summarises responses to Wiltshire Council's adult health and social care user voice consultation and includes responses from the four organisations, detailed within paragraph 2.1 of this document, that provide service users with opportunities to engage and comment on services the Council provides.
- 1.2 Wiltshire Council recognises the importance of engaging with its service users and partners to shape the services the Council provides and the results of this consultation will be fed into future service specifications to ensure that the views of service users, their family and carers are heard.

2. Background

2.1 Wiltshire Council currently funds three User Led Organisations (ULOs):

- Wiltshire Centre for Independent Living (WCIL)
- Wiltshire People First (WPF)
- Wiltshire and Swindon Users' Network (WSUN)

And Evolving Communities CIC (Healthwatch Wiltshire), to provide the Council's customers with a variety of opportunities to have input into adult care work for example, by consulting on specific adult care commissioning work, including evaluations of tenders. The four organisations are currently commissioned to provide:

- Peer support
- Input into staff recruitment and training
- Support to run the Learning Disability Partnership Board
- Support to run the Autism Partnership Board
- Support with consultations

In addition, some also provide:

- Advocacy
- Community development activities
- Social activities for service users

- 2.2. Contracts for these Providers come to an end in 2018 and as such the Council is currently reviewing its commissioning intentions, procurement model and total budget for user engagement and co-production within adult care.
- 2.3 Commissioners have been working with the organisations detailed in paragraph 2.1 to co-produce services using a range of methods; such as consultation, workshops, user testing and helping with tender evaluations, so that services reflect what the people who use them want.
- 2.4 It is recognised that further work needs to be undertaken by commissioners before full co-production is achieved. The Think Local Act Personal (TLAP) ladder of co-production (www.thinklocalactpersonal.org.uk) details a series of steps towards co-production in health and social care.

- 2.5 The Council is keen to ensure that the ethos of co-production is protected and developed within any future service specification(s) for service user engagement.

3. Consultation strategy

- 3.1 Wiltshire Council has a duty to consult under the 1999 Local Government Act. Through consultation, Wiltshire Council enables people to put forward ideas, options and opinions to help shape decisions about local service priorities, improvements and possible changes in the area where they live.
- 3.2 The aims of the Wiltshire Health and Social Care User Voice Survey are as follows:
- To seek views on how the Council engages with people who use adult health and social care services.
 - To ascertain how service users would like to engage with the Council and the organisations it commissions to undertake these functions in the future
 - To understand the types of support service users, require to enable them to share their views on the services they access
 - To determine how the Council and service users can better work together to co-produce services
- 3.3 The consultation, in the form of a questionnaire, was open for a 7-week period (24 June to 14 August 2017) in line with corporate recommendations
- 3.4 Both online and paper copies of the questionnaire were used as the main feedback mechanisms. The rationale for using a questionnaire was that the Council could;
- Enable as many service users as possible to complete the consultation by providing a 7week period to complete the questionnaire, rather than holding events on set dates
 - Gather individual responses
 - Reach people who are spread across a largely rural county
 - Allow service users to give their views anonymously
- 3.5 The questionnaire was advertised on Wiltshire Council's consultation portal (www.consult.wiltshire.gov.uk/) and in the following publications:
- Wiltshire Centre for Independent Living newsletter
 - Age UK Wiltshire website
 - Winsley Community website
 - Malmesbury & villages website
 - Bradford on Avon Our Community website
 - Wiltshire Centre for Independent Living Website

in addition, a letter detailing how the consultation could be accessed and an electronic copy of the Easy Read questionnaire was sent to the following teams and organisations to disseminate:

- Wiltshire People First

- Evolving Communities CIC (Healthwatch)
- Wiltshire Centre for Independent Living
- Community Engagement Team (Wiltshire Council)
- Wiltshire Care Partnership
- Mental Health Inclusion (Wiltshire Council)
- Joint Commissioning Team (Wiltshire Council)
- Age Concern (Wiltshire)
- Wiltshire & Swindon Users Network
- Adult Care Operations (Wiltshire Council)
- North and East Wiltshire Area Group
- South Wiltshire Area Group
- West Wiltshire, Yatton Keynell and Devizes Area Group

3.6 Both the Easy Read and Standard questionnaires were available in paper copy on request from the Council

The questionnaire

3.4 The questionnaire contained 12 questions. The deadline for questionnaire returns (14 August 2017) and a return address for questionnaires were included on hard copies of both the Easy Read and standard questions. Copies of both the standard and Easy Read version of the questionnaire are included within Annex 1 (Wiltshire Council Health and Social Care User Voice Survey) of this report.

3.5 It should be noted that the following amendments were made to the Easy Read questionnaire, following comments from a Provider on the 4 July 2017

- **Question 5** – Response changed from ‘support at an event from a care/support worker’ to ‘bringing your own care/support worker with you’
- **Question 11** – question changed from ‘Do you consider yourself to be disabled to what is your primary need’. The response options were also altered, from those supplied by Wiltshire Council, on both the Easy Read and standard questionnaire.

58 questionnaires (31 standard questionnaires and 27 Easy Read paper copies) were completed prior to the alterations being made and the responses have been separated accordingly for transparency within this report.

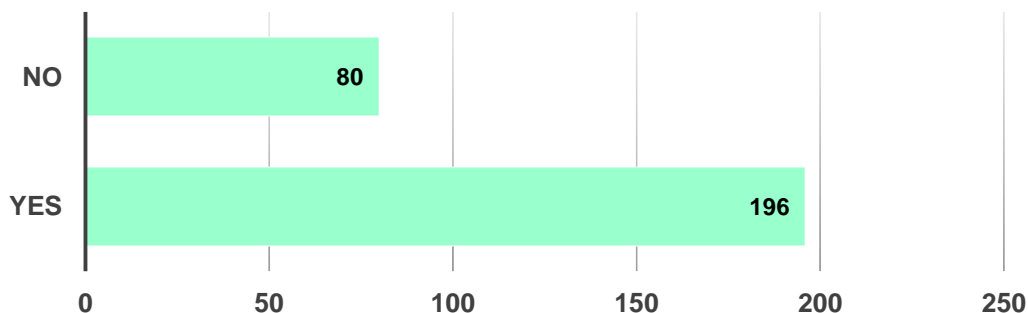
4. Questionnaire Responses

4.1 The Council received a total of 276 completed questionnaires, and in addition one focus group report, representing the views and opinions of an additional 31 people¹ (Annex 13) and a summary of responses (Annex 12)

4.2 23% of questionnaires were completed online via Wiltshire Council’s online consultation portal, with the remaining 77% being filled in on paper

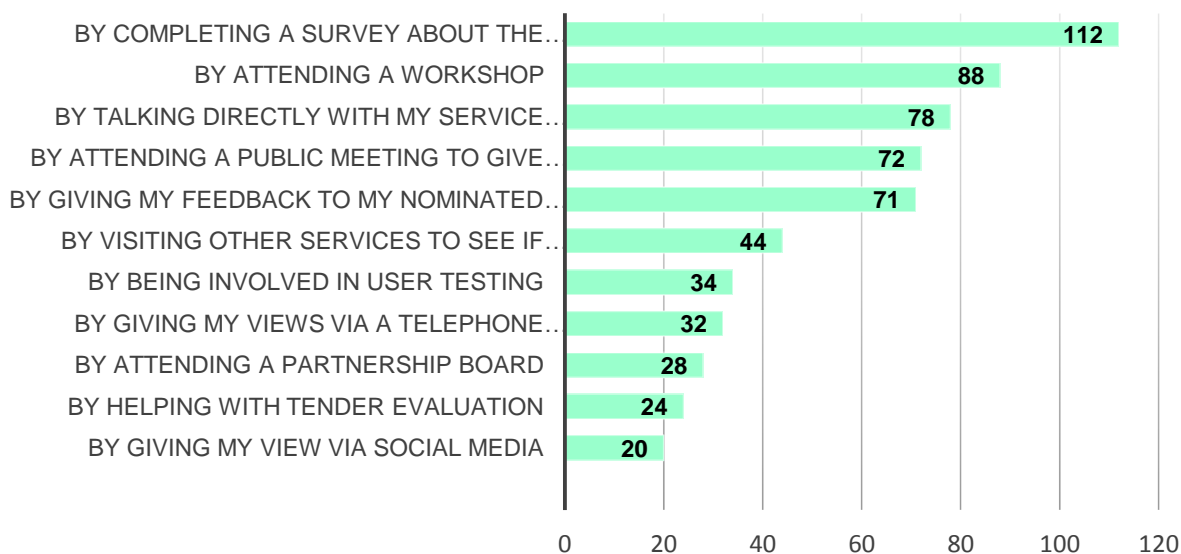
¹ Where figures have been provided in the report these have been included in the graphs. Responses detailing the number of tables in agreement and percentages have not been able to be included as it is not evident how many people were sat at a table and how many people the percentages indicated. A full copy of the WSUN report is included in Annex 13 of this report

4.3 The first question asked ‘Have you ever been given the opportunity to comment in a structured way on the services you receive?’



It is encouraging that 71% (196 people) of respondents have had the opportunity to comment in a structured way in some form on the services they receive/d, with only 29% (80 people) not having had the opportunity
 Respondents that ticked ‘no’ on the online form, were automatically directed to question 3

4.4 The second question ‘which of the following methods of giving your views on the services you are receiving have you used?’ Please tick all that apply



On average, it is calculated that respondents can be seen to have used at least three of the methods detailed within the above graph to give their views.

The top five methods being

1. Completing a survey
2. Attending a workshop
3. Talking directly with my service provider
4. Attending a public meeting
5. Giving my feedback via my nominated

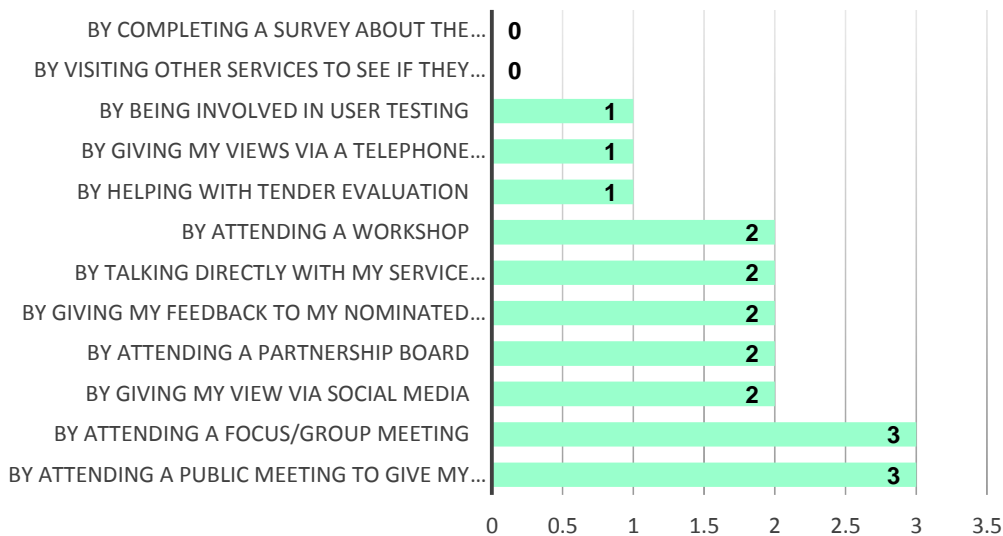
In addition, respondents stated that they had used a variety of other methods such as;

- Being involved in patient participation groups

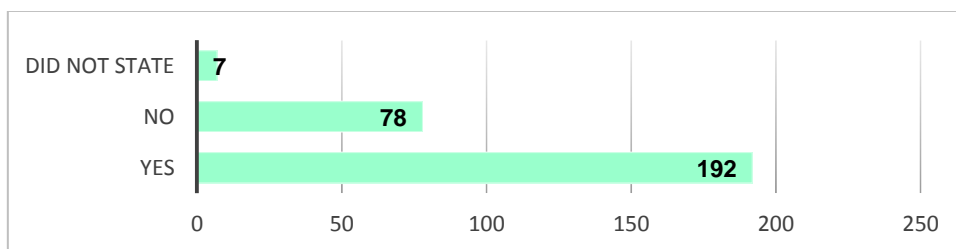
- Attending forums
- Talking to friends and family
- Meeting with Councillors

A full list of other methods respondents have used to give their own views is detailed within Annex 2 of this report

It should be noted that 8 respondents, whom stated that they had not been given the opportunity to comment on the services they receive in question one went on to tick responses to question 2, when completing the survey on paper, despite the form directing them to question 3. These figures have not been included in the graph on page 9 of this report but are detailed below. One organisation stated that some service users did not know what was meant by the term 'structured' in question one, so had ticked 'no'.



4.5 Question 3- Would you like to have the opportunity from time to time to comment in a structured way (via a survey/feedback form or face to face conversation) about the service/s you receive? If no, please explain why

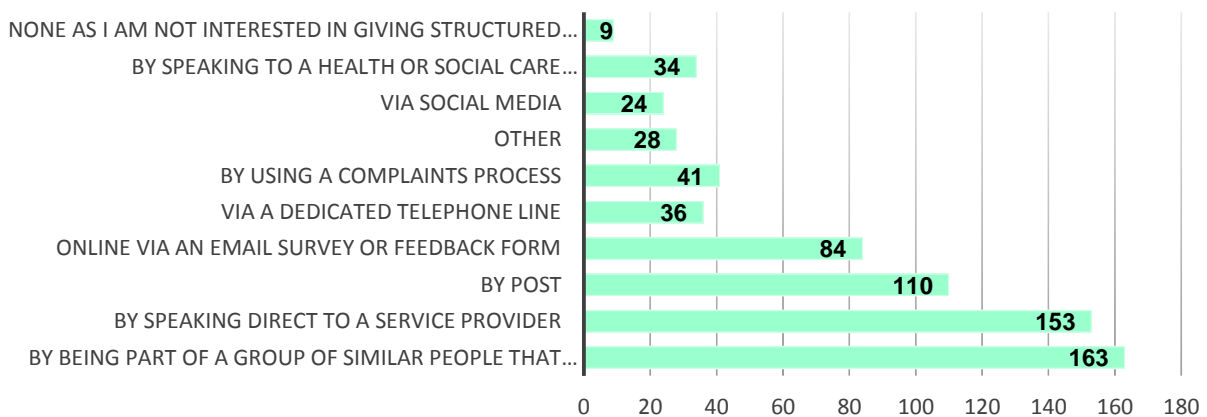


192 respondents (70%) stated that they would like to have the opportunity to comment on the services they receive in some form. This figure is marginally lower in comparison to those that stated that they had been given the opportunity to comment on the services they received in question one.

Respondents who ticked that they would not wish to have the opportunity to comment on the services they received cited a number of reasons for not wanting to take part;

- I have no issues at this time
- I like to limit the information that I receive
- It sometimes feels like it wouldn't make a difference
- I have too much to do already sorry! I've been doing user involvement events for years and find it exhausting
- I'm worn out with keep saying the same things to different people and nothing changing, except the staff the whole council, government agenda is to keep us all to tired to question them and there's no where to influence because the government doesn't listen
- I just don't want to
- Sometimes, depends on how my mental health is

4.6 Question 4 - If you wanted to give your view in future which of the following would you find it easiest to do? Please tick all that apply



Respondents stated that they would find it easiest to give their views by either:

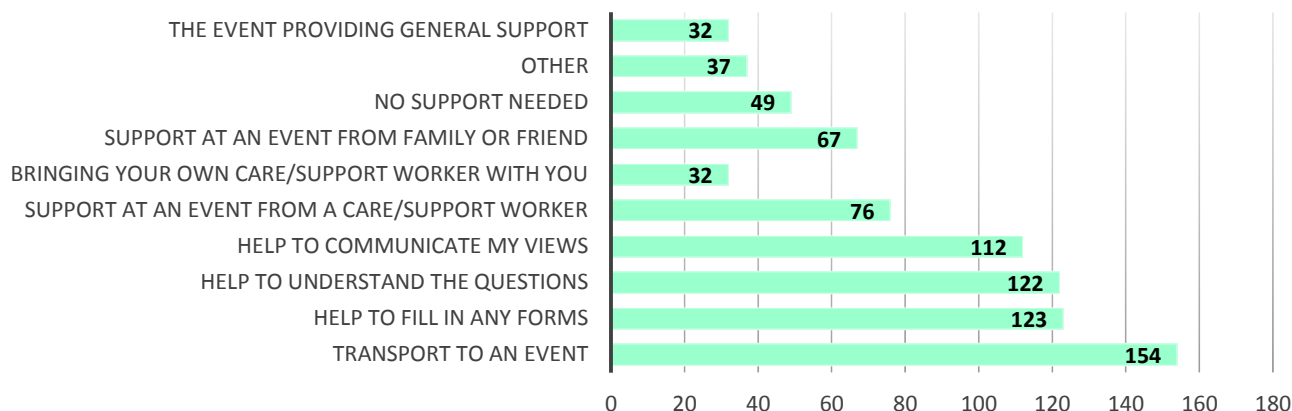
1. Being part of a group of people that provides a group response
2. Speaking direct to a service provider
3. Post
4. Online via an email survey or feedback form

On average respondents picked 3 different methods of how they would like to give their views.

The least favoured method for respondents to give their views in the future was via social media.

Annex 3 details other ways respondents stated they would wish to give their views in the future.

4.7 Question 5 - What kind of support would help you give your view if you felt you wanted to?



Prior to the alteration to the Easy Read version of the questionnaire, as detailed in paragraph 3.5 of this report, 18 people stated that 'support at an event from a care/support worker' would help them to give their view. This figure has been included in the above graph under the relevant heading.

Only 19% of respondents indicated that they would not require any type of support to give their views.

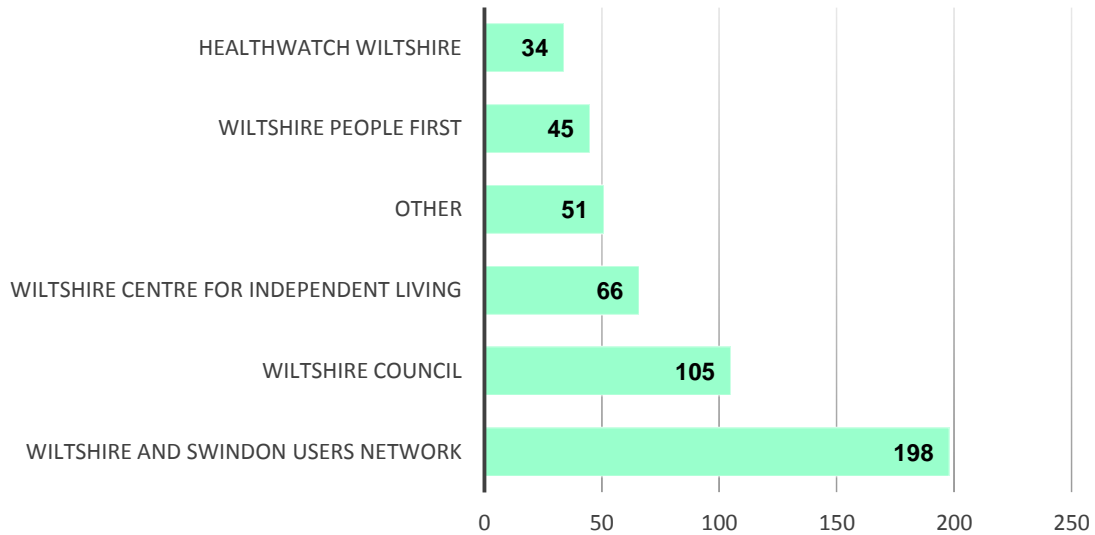
The most popular forms of support required can be seen to be:

1. Transport to an event (19%)
2. Help to fill in any forms (16%)
3. Help to understand the questions (15%)
4. Help to communicate my views (14%)
5. Support at an event from a care/support worker (or) Bringing your own care/support worker with you (14%)

On average, respondents felt that they would require between 4-5 forms of support to enable them to give their view.

The 'other' types of support respondents stated are within Annex 4 of this report

- 4.8 Question 6 - There are organisations that help people get involved in engagement/consultations about adult social care and health work and services. Which organisations have you worked with or received support from in the last two years? Please tick all that apply



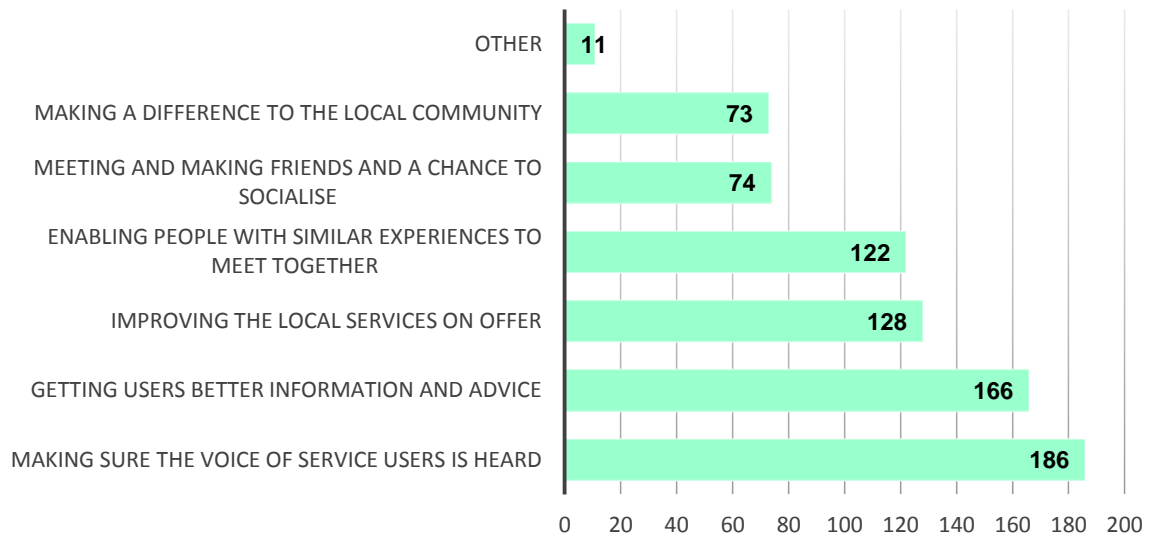
A high number of respondents can be seen to have worked with or received support from the ULOs and Wiltshire Council over the past two years. It should be noted that the membership numbers of the ULOs vary due to the client groups they work with and support. Therefore, some ULOs would have naturally had more contact with respondents than others. For example, the ULOs currently have the following number of active members:

WSUN	WPF	WCIL
650	142	100

It should also be taken into consideration that the questionnaire does not ask how many times respondents have interacted with the organisations in the above graph over the course of the last two years. It was evident from some respondent's responses, that being asked to complete the 'User Voice Consultation' by a ULO was their very first interaction with one.

It was evident from questionnaire results that respondents have also worked with/received support from a wide range of other organisations such as Age UK, Doorway, Avon and Wiltshire Partnership, Headway, and Carers support Wiltshire. A full list of these organisations detailed within Annex 5

- 4.9 Thinking of those organisations above who help people get involved in their services, what do you value as the most important aspect of their work? Please tick up to 3 choices



Respondents valued making sure the voice of service users is heard; getting better information and advice; improving the local services on offer and enabling people with similar experiences to meet together as the most important aspects of the different organisations work.

A small number of respondents detailed additional things they valued (Annex 6)

It should be noted although respondents were asked to choose only three options many ticked more than three when filling in the questionnaire on paper.

4.10 If there is one thing you could change about how you make your views known, what would it be?

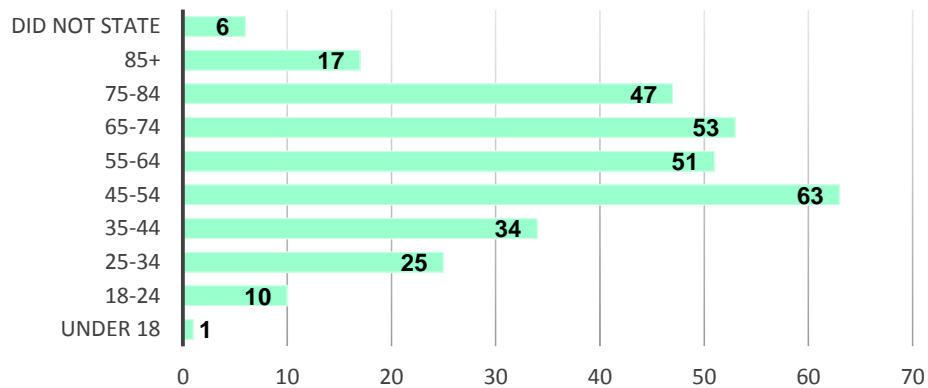
Respondents listed a number of recurring themes that they would change about how they make views known, these were:

- **Feedback**
 - Feedback is given to service users at the end of consultation exercises
 - Service users don't have to repeat their feedback to different organisations
 - Reassurance that service users are giving feedback correctly
- **Listened to**
 - That service users are listened to
- **Being heard**
 - That service users are heard
- **Valued**
 - Service user's involvement is valued
- **Confidence**
 - Service users would like to have the confidence to speak out and take part

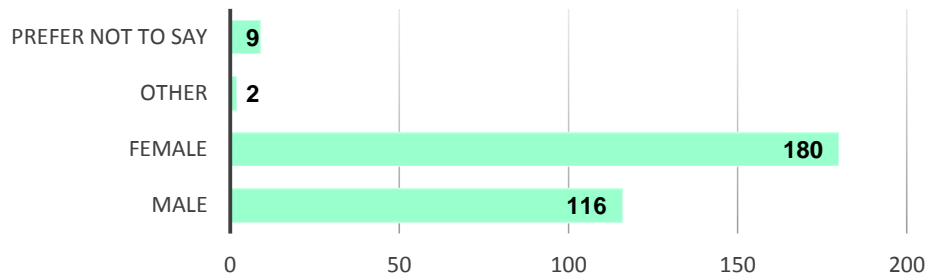
A full list of respondent's comments is within Annex 7 of this report.

4.11 The questionnaires were completed by a broad cross section of Wiltshire residents as evidenced in the graphs in paragraphs 4.11 to 4.14 of this report.

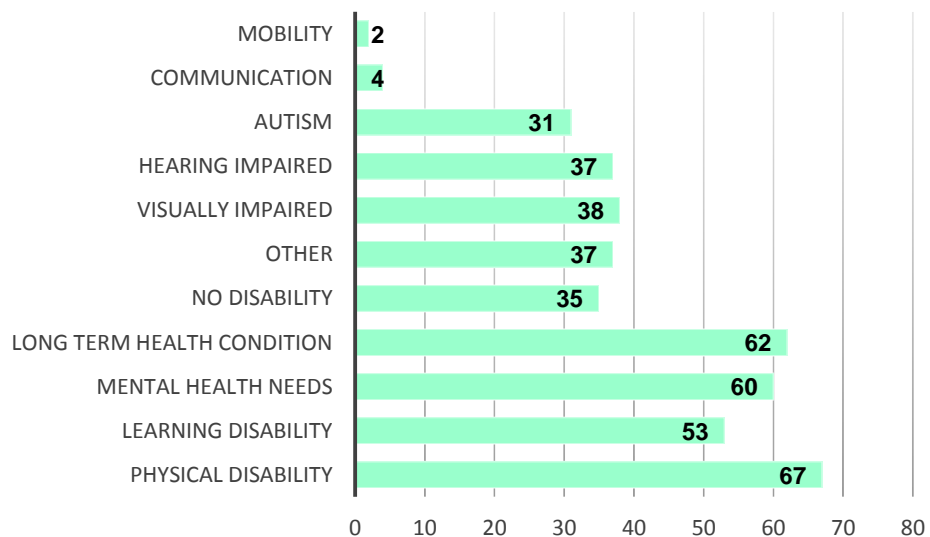
What is your age?



4.12 Are you?



4.13 Do you consider yourself to be disabled? What is your primary need? Please tick all that apply

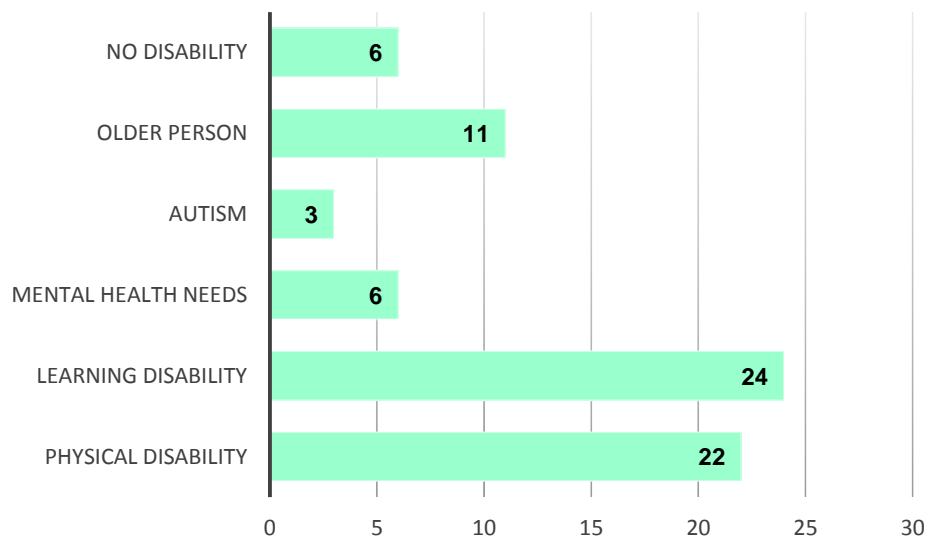


Under other, respondents listed the following conditions:

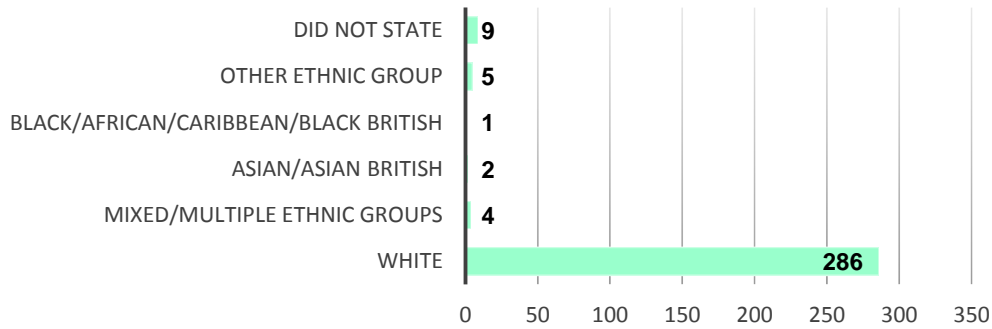
- Unable to walk without assistance and chair
- Diabetes
- Diabetes type two
- Heart condition

- COPD
- Epilepsy
- Asthma
- Obesity
- Arthritis
- Son with Asperger's
- Dementia Multiple sclerosis
- Stroke
- Frail
- Alcohol issues
- Downs syndrome
- Osteoarthritis
- Epstein Barr Virus
- Head injury
- Hiatus hernia
- Drug issues
- Risk of falling
- No disability, however, been waiting 7 months for a hip operation. I have difficulty in walking – Salisbury Hospital have gone from 3 months to 10-12 months waiting list
- **Under 'Mobility'** Wheelchair user

Please note, that the graph below shows the options respondents ticked prior to the alterations being made as detailed within paragraph 3.5 of this report.



4.14 What is your ethnic group?



- 4.15 A small number of respondents commented on questions 9-12, stating that they would like a greater choice of responses. The comments and suggested response fields, have been passed onto the relevant team within Wiltshire Council who design these questions/responses.
- 4.16 Whilst completing a paper copy of the questionnaire respondents wrote several additional comments:
- Four respondents commented that they did not find the Easy Read version of the questionnaire easy to understand
 - One respondent stated 'I liked the survey to give my own view on things it made me feel included'

5. Provider responses

- 5.1 Current provider's detailed within paragraph 2.1 of this report submitted responses detailing their thoughts on the future service provision of service user engagement, responses are listed in full within annexes 8 – 11.

Wiltshire Council Adult Health and Social Care User Voice Consultation

We want to get the views of people who use adult social care and health services about whether they have been given the opportunity to develop and comment on the services they receive. This might be by completing surveys, having a telephone interview or attending a meeting.

Getting involved in your service

Q1 Have you ever been given the opportunity to comment in a structured way on the services you receive?
 Yes
 No – go to question 3

Q2 Which of the following methods of giving your views on the services you are receiving have you used? Please tick all that apply.
 By attending a Partnership Board e.g. The Autism Forum or Learning Disability Partnership Board
 By completing a survey about the services I receive
 By attending a group meeting for a group that meets to focus on getting feedback on a particular issue
 By being involved in 'user testing' e.g. looking in-depth at something like a process to see if it works for you
 By giving my views via a telephone interview
 By attending a workshop (a group that meets to look at solutions for a particular issue)
 By attending a public meeting to give my views
 By dealing with Taster evaluation
 By giving my view via social media (this means Twitter or Facebook or something similar)
 By visiting other services to see if they are working well for the people they support
 By talking directly with my service provider
 By giving feedback to my nominated care worker
 Other (please specify)

Q3 Would you like to have the opportunity from time to time to comment in a structured way (via a survey/feedback form or face to face conversation) about the services you receive?
 Yes
 No
 If no, please explain why

Q4 If you wanted to give your view in future which of the following would you find it easiest to do? Please tick all that apply.
 Online via an email survey or feedback form
 Via social media
 Via a dedicated telephone line
 By post
 By speaking direct to a service provider
 By using a complaints process
 By being part of a group of similar people that provides a group response
 None as I am not interested in giving structured feedback in this way
 Other
 If other, please specify

Q5 What kind of support would help you give your view if you tell you wanted to? Please tick all that apply.
 No support needed
 Transport to an event
 Support of an event from family or friends
 Support of an event from a carer/support worker
 Help to understand the questions
 Help to fill in any forms
 Help to communicate my views
 Other
 If other, please specify

Organisations that can help

Q6 There are organisations that help people get involved in engagement/consultations about adult social care and health work and services. Which organisations have you worked with or received support from in the last two years? Please tick all that apply.

- Healthwatch Wiltshire
- Wiltshire and Swindon Users Network
- Wiltshire People First
- Wiltshire Centre for Independent Living
- Wiltshire Council
- Other

If other, please specify

Q7 Thinking of these organisations above who help people get involved in their services, what do you value as the most important aspect of their work? Please tick up to three of these only.

- Making sure the voice of service users is heard
- Improving the local services on offer
- Getting users better information and advice
- Enabling people with similar experiences to meet together
- Meeting and making friends and a chance to socialise
- Making a difference to the local community
- Other

If other, please specify

Q8 If there is one thing you could change about how you make your views known, what would it be?

About you

Q9 What is your age?

- | | |
|-----------------------------------|--------------------------------|
| <input type="checkbox"/> under 15 | <input type="checkbox"/> 50-64 |
| <input type="checkbox"/> 16-24 | <input type="checkbox"/> 65-74 |
| <input type="checkbox"/> 25-34 | <input type="checkbox"/> 75-84 |
| <input type="checkbox"/> 35-44 | <input type="checkbox"/> 85+ |
| <input type="checkbox"/> 45-54 | |

Q10 Are you?

- Male
- Female
- Other
- Prefer not to say

Q11 Do you consider yourself to be disabled? Please tick all that apply.

- | | |
|--|---|
| <input type="checkbox"/> No disability | <input type="checkbox"/> Autism |
| <input type="checkbox"/> Physical disability | <input type="checkbox"/> Hearing impaired |
| <input type="checkbox"/> Learning disability | <input type="checkbox"/> Visually impaired |
| <input type="checkbox"/> Mental health needs | <input type="checkbox"/> Long term health condition |
| <input type="checkbox"/> Other | |

If other, please specify

Q12 What is your ethnic group?

- White
- Mixed/multiple ethnic groups
- Asian/Asian British
- Black/African/Caribbean/Black British
- Other ethnic group

Thank you for taking part in this survey. All your answers will be treated in the strictest confidence. Your views will help us shape services and the way in which we encourage service users to give their feedback on services and issues that affect them. Please return your completed questionnaire by **Monday 14 August 2017**.

Wiltshire Council
Adult Health and Social Care User
Voice consultation



Wiltshire Council Adult Health and
Social Care User Voice consultation





	<p>This is an easy read version of a document called Adult Health and Social care user voice consultation. Please tick the box under the question which you feel matches your answer the best.</p>
	<p>A consultation is a chance for you to tell us what you think of our ideas, this might be about documents or services</p>
	<p>We might have asked you to fill in a form, speak to someone on the telephone or you might have come to a meeting</p>










Please return your completed questionnaire to:








Jessica Chapman
Community Commissioner
Adult Care and Housing Strategy and Commissioning
Community Commissioning Team
Wiltshire Council
1st floor, County Hall
Bythesea Road
Trowbridge
BA14 8JN








<p>Question 1. Have you ever been given the chance to say what you think about the services you receive? If No, please go to question 3</p>	
<p>Yes</p>	<p>No</p>








<p>Vision</p> 		<p>Autism</p> 	
<p>Learning Disability</p>		<p>Mental Health</p>	
<p>Communication</p> 		<p>Other</p> 	
<p>disability</p>			
<p>Page 86</p>			
<p>Question 12. What is your ethnic group? Please tick</p>			
<p>White</p>		<p>Mixed/multiple ethnic groups</p>	
<p>Asian/Asian British</p>	<p>Black/African/Caribbean/Black British</p>	<p>Other ethnic group</p>	








<p>Question 2. Which of the following ways have you given your views on the services you are receiving, or have you used? Please tick all that apply.</p>		
<p>By attending a Partnership Board e.g. The Autism Forum or Learning Disability Partnership Board</p> 	<p>By completing a survey about the services I receive</p> 	<p>By attending a focus group meeting (a group that meets to focus on getting feedback on a particular issue)</p> 
<p>By being involved in 'user testing' (this means looking in depth at something like a website or a process to see if it works for you)</p> 	<p>By giving my views via a telephone interview</p> 	<p>By attending a workshop (a group that meets to look at solutions for a particular issue)</p> 
<p>By attending a public meeting to give my views</p> 	<p>By helping with Tender evaluation (this means looking at bids for services which providers have written when they want to win a contract with the council or Clinical Commissioning Group)</p> 	<p>By giving my view via social media (this means Twitter or Facebook or something similar)</p> 

<p>By visiting other services to see if they are working well for the people they support</p> 	<p>By talking direct with my service provider</p> 	<p>By giving feedback to my nominated support worker</p> 
<p>Question 3. Would you like to have the chance from time to time to give feedback in a structured way (via a survey/feedback form or face to face conversation) about the service you receive? Please tick a box below.</p>		
<p>Yes</p> 	<p>No</p> 	
<p>Question 4. If you wanted to give your view in future, which way would be easiest for you? Please tick all that apply.</p>		
<p>None as I am not interested in giving structured feedback in this way</p> 	<p>Online via an email survey or feedback form</p> 	

<p>Question 9. What is your age? Please tick the box below</p> <p> <input type="checkbox"/> under 18 <input type="checkbox"/> 18-24 <input type="checkbox"/> 25-34 <input type="checkbox"/> 35-44 <input type="checkbox"/> 45-54 <input type="checkbox"/> 55-64 <input type="checkbox"/> 65-74 <input type="checkbox"/> 75-84 <input type="checkbox"/> 85+ </p> 	
<p>Question 10. Are you? Please tick a box below</p>	
<p>Male</p> 	<p>Female</p> 
<p>Other</p> 	<p>Prefer not to say</p> 
<p>Question 11. What is your primary need? Please tick all that apply</p>	
<p>Mobility</p> 	<p>Hearing</p> 

Getting users better information and advice 	Enabling people with similar experiences to meet 
Meeting and making friends and a chance to socialise 	Making a difference to the local community 
Other 	
Question 8. If you could change one thing about how you make your views known, what would it be? Please write your answer below <hr/> <hr/> <hr/> <hr/> <hr/>	

7

Via social media 	By post 
By speaking to a health or social care professional 	By speaking direct to the service provider 
By using a complaints process  Complain	By being part of a group of similar people that provides a group response 
Other 	

4

Question 5. What kind of support would help you give your view if you felt you wanted to? Please tick all that apply	
No support needed 	Transport to an event 
Support from family or friend 	Bringing your own Care/Support worker with you 
The event providing general support 	Support 
Help to understand the questions 	Help to fill in any forms 
Help to communicate my views  Communicate	Other 

5

Question 6. There are organisations that help people get involved and tell us what they think about adult social care and health work and services. Which organisations below have you worked with, or received support from in the last two years? Please tick all that apply.	
Healthwatch Wiltshire 	Wiltshire and Swindon Users' Network 
Wiltshire People First 	Wiltshire Centre for Independent Living 
Wiltshire Council 	Other 
Question 7. Thinking of those organisations above who help people get involved in their services, what do you think is the most important part of their work? Please tick up to three choices below only.	
Making sure the voice of service users is heard 	Improving the local services on offer 

6

Annex 2 - Which of the following methods of giving your views on the services you are receiving have you used? – Comments

- Regular updates via WSUN and invited to things I have an interest and views on
- By contacting Wiltshire and Swindon Users Network
- AWP, Care forum (Wiltshire) Quality Standards
- Being involved in my patient participation group
- By attending forums and events organised by the Wiltshire Swindon Users network such as world mental health day
- Patient participation
- The Tisbury Memory Group always asks my views
- Have run own campaign in local area and awareness events
- Autism forum
- To the WOSUN meetings
- I live in supported accommodation project that is time limited
- By talking with my family and friends and for them to give my views
- Generally, I keep well due to my input and key worker
- By listening to my family and friends
- The development worker from Wiltshire and Swindon Network has come to my homeless drop in centre
- Councillor Claire Perry – public meeting
- By WSUN visiting our mental health support group
- By sharing information with my family
- By taking part in a community event
- Patient participation group
- Councillor – Claire Perry – public meeting

Annex 3 - If you wanted to give your view in future which of the following would you find it easiest to do? - Comments

- By direct contact to the head of department
- Being able to take the forms home so my carer can help me fill it in. To use paper forms rather than the internet
- By meeting with others to feedback my views and listening to others
- Locally in my community
- WSUN helps by facilitating, however, even when users have valid views the red tape to get things changed or addressed is just getting worse and worse
- By contacting Wiltshire and Swindon Users Network
- By giving feedback to the professionals that support me and my mind group
- By attending regular meetings with help
- By talking with people such as CQC
- Like I did today at my library to the Wiltshire and Swindon user's representative
- Discussing things at Doorway
- Questionnaires
- Have son to help
- Reason by post is to avoid confusion of all other contact points
- By giving feedback to WSUN and Rethink
- By quality assurance outcomes and registered care monitoring
- By meeting someone collecting views and giving out information on a stand in the library like WSUN did today
- Regular forums and meetings such as Tisbury Memory Group
- Face to face in-depth interviews
- By attending my library where I completed this questionnaire and met the WSUN worker
- Very well served by all my carers
- By organisations coming out to meet and inform me
- By housing providers having meetings and community organisations having events and opportunities to meet
- Staff talking to each other and staff in each house
- Attending a seniors forum
- Attending a seniors forum
- At my tenants meeting
- By attending the Trowbridge community hub
- To get information to help care for my mother
- By things being advertised on local boards, parish magazines and community hubs
- Singing groups that offer support/fun
- By going to my house meeting
- I get help at doorway
- At my work placement at Palmer Garden Centre
- By WSUN workers or Mill race
- By having people visit my day centre
- Supporter
- Face to face
- 1-2-1 privately
- Email

Annex 4 - What kind of support would help you give your view if you felt you wanted to? - Comments

- One to one support
- Accessible information and information in advance
- Also someone at the group to help me
- As I am homeless I need someone to bring the information and opportunities to me
- Assistance at the event from someone who can help me
- By the meeting being facilitated
- Citizens advice help me
- Expenses important
- Funds to pay me to get to an event or pay me to attend
- Having a venue that has easy access and disabled facilities
- Help at an event
- Help when I arrive at and during a meeting
- I need to be encouraged and supported to give my views
- I would need support from someone who is knowledgeable, but not family nor a carer
- I as x's mother completed most forms for him but his brothers are also involved
- I'm a PA
- In the past expenses claim forms were available at every event, now they are regularly forgotten. I can't not claim as the benefits have been cut and I can't afford not to be reimbursed for involvement
- Reassurance
- Someone employed at any group/forum to give support
- Someone I know from Doorways to attend
- Someone to be at the meeting to help me
- Very well served by all my carers
- Talking with my peers
- Talking with my peers
- Monitoring of my mothers care
- Help to set up a stand to demonstrate my community involvement
- Information beforehand
- Independent support from Wiltshire People First
- Talk face to face with Wiltshire Council about crossing
- I use a screen reader to read computer
- Help from Wiltshire People First self-advocate supporter

Annex 5 - There are organisations that help people get involved in engagement/consultations about adult social care and health work and services. Which organisations have you worked with or received support from in the last two years? – Comments

- Adcroft surgery older people's group (2)
- ADP (1)
- Age UK (5)
- Alzheimer's support (1)
- Area Board (1)
- Avon and Wiltshire Partnership (4)
- AWP forum (2)
- British Red Cross (1)
- Care agency (1)
- Carers support (2)
- Carers support Wiltshire (3)
- Carers Wiltshire (1)
- Church (1)
- Doorway (7)
- Family (1)
- Family, church and personal people (1)
- Friends link (1)
- Go Practice (1)
- Got lots of promise from Healthwatch, but never let me know results of complaints
- GP (1)
- Guide dogs for the blind (1)
- Headway (4)
- Help to live at home (2)
- Help when bag and bus pass stolen (1)
- Local Councillor (1)
- Melksham seniors (2)
- Melksham seniors signing for the brain group (1)
- Mencap (1)
- Mill Race day centre (2)
- MIND (4)
- Mon/Wed club (1)
- My care home (1)
- My housing provider (2)
- My local MP (1)
- NHS mental health trust (1)
- Older people's services (1)
- Public speaking (1)
- Rethink (2)
- Startability services (1)
- Support workers at home (1)
- The Library (1)
- Together working for wellbeing (1)

Annex 6 - Thinking of those organisations above who help people get involved in their services, what do you value as the most important aspect of their work? - Comments

- Peer support
- Having someone there to help with personal care, assisting to the toilet longer timescale
- Treating me as an individual
- Getting user better information and advice – if only
- Hearing voices is great but most of us need to know we are not just using our energy for no reason, we do it to help things ourselves and others, a vain hope in these difficult times
- WSUN provide transport and a support worker to enable me to take part and give my views at an event. No other organisation provides this service, without this service my voice would not be heard
- Wiltshire and Swindon
- Link adult and children's services
- Would like people to be sympathetic
- None
- The Wiltshire & Swindon Users helped set up and fund the Memory Group I attend with my son who I care for
- Some organisations are too diverse and distant! They don't really connect with service users they have a professional opinion on service user issues because its quicker and easier
- Generally good
- Link adult and children's services
- Active clubs for older people
- Helping me find a job
- Reducing isolation
- Promoting services which can help an elderly relative
- Making sure the care provided is ok
- Progressing a complaint
- Knowing what's going on
- Chances for people to know who to talk to and get involved in community if needed

Annex 7 – If there was one thing you could change about how you make your views known, what would it be?

- To be able to speak to someone face to face
- Meet the Council face to face, go out to more meetings with more people
- All fine
- Speaking up group at Wiltshire People First help me to give my views on things that are important to me
- I would like to speak out
- I cannot think of anything that I would like to change
- My view is I want to get the right services for disabled people. I think there should be a service by where you can make your views on social work known
- I want to get out more, I use Shine and Gateway, but would like to attend more groups
- By having support worker
- To be listened to
- More meetings
- Having enough time to fill the form in. Speakers do not speak jargon in meetings and presentations
- I like coming to Wiltshire People First and letting them help me give my views
- Wiltshire People First need more money to do more meetings. Wiltshire People First is an important group
- I'd like to rap my views
- Have more paid jobs
- Speaking up about crossing on Malmesbury Road, Chippenham. **Go to** meeting at Council office in Chippenham. Listened to
- Be a part of parliament
- I think a letter of writing is good addressed to the service department, phone calls sometimes cause confusion in resolving views or issues letters need to be in easy read
- Having feedback from the council so I might get involved again
- Evidence that the Council REALLY DOES TAKE NOTICE of the information given.
- Being listened to as a service user by people from the actual service/
- Longer time scale and then feedback no other space so why no vision impairment box and an older person does not necessarily have a disability that is discrimination
- More workshops and forums and help to get there and when I am there
- An organisation that is suitable for my individual needs and cater for various disabilities and offer assistance
- I prefer support at Wiltshire People First to support me at meetings and to help me understand. It's good to have a 1-2-1 it makes it easier
- More communication
- That authorities would listen and taken things on board.
- Improved joined up Health & Social Care systems to monitor and review users satisfaction with the services provided
- I don't know
- "My voice isn't very loud". Having someone to help me say what I think about things
- Ensure that all online surveys and consultations are available in paper format and as word docs - some people cannot use the internet and screen readers for visually impaired work best with word documents
- Sending a SAE requiring a Response or Reply

- Feedback
- For the forms to be easy to understand – this one is a bit confusing
- If users were involved in setting any surveys so they do not patronise and feedback is given at end of survey.
- More local meetings
- Arrange a few meetings outside normal working hours eg in the evening or at the weekend
- Be actively listened to!
- That increasingly the only way to contact any organisation is via the internet
- To be heard!
- I would like to have a better use of phones than I have at present.
- Being regularly consulted
- Being assured of a reply/response
- That service users involvement is valued. We often see, hear, feel and experience things differently than those paid to provide services. If heard and feedback constructive it can make a huge difference to everyone's experience of the world / event / whatever
- Improve services
- To speed up waiting time for changing care agency and not go on a long waiting list
- That it makes changes if needed
- Having clearer / listened to, lines of communication within AWP. More simple action / get on instead of verbal non delivery on the more simpler issues
- That all people even with mental health needs are included
- That I felt confident to do it be heard and make a difference
- Knowing about all the opportunities on offer and how to access them
- That I get a chance to see how my views have been recorded before they are shared
- That I am giving feedback correctly to others?
- Care agencies that listen community hospitals
- That you didn't have to repeat your same feedback to every organisation
- That someone listens and uses the feedback to make change
- More groups and support like the Tisbury Memory group
- That it's acted upon
- That I don't have to tell lots of organisations the same thing (no joined up thinking) or info sharing
- That I'm listened to
- Knowing that things like the care and support directory exists
- That there are so many different organisations needing the funds and fear that good ones e.g. WSUN will be lost, it would be awful as they know what they are doing and support people properly
- Socialise, see friends in Bristol
- Simpler information to help me understand better
- I sent an email to Healthwatch Wiltshire but had no reply. Organisations should reply to service users
- Not have to repeat self again and again with views and not getting feedback or changes made
- No changes please
- I would like to keep the support I receive unchanged as I have trust in the employees of WSUN and value their input
- Increase the funding to helping organisation

- This question is too vague. Better designed questionnaires/surveys would be a good start
- Improved communication
- More frequent meetings for forums
- Getting idea to identify more over social events or NHS issues maybe. Something to benefit other
- Listen to the voice of the users. those in my care will know me best
- Lay it out as a plan. Work out what I was told. Help put it into action
- Nothing
- I'm happy with everything here
- Enabling all who need it to get help
- That my views and needs were acted on
- Not having to fill in forms and someone to listen and record my views
- Having stands and people to feedback to like today in the library or public places like GPs or community centres
- Having more confidence to do it
- Meeting others that understand and have similar needs and information that helps me live safely and independently
- People who generally who know me know I am getting in much before I do appreciate
- Don't know
- Talking to the right people and being heard and helped
- Being heard, helped and encouraged
- To be interviewed by someone
- To meet and discuss with others that have similar needs
- Not to be homeless or no fixed abode and for people to listen to what my needs really are
- None
- If symbols and pictures were used
- To much information on the internet and lots of elderly people don't have access or understand, so public meetings and one to one feedback is essential
- Regular forum meetings as regular places
- The online survey on autism last year didn't have room for elaboration / explanation
- More information before any meeting to consider the issue
- For WC to meet up with and listen to service users to hear how best to support them - not just do a 'tick box' exercise that means nothing!
- Have more information about what is happening in our community
- From a speaker in our group on a regular basis, to update us on changes
- Get our information from a speaker about particular areas of concern
- I would like one point of reference - co-ordinator. Regular meetings - people come to us to explain in our group
- The opportunities I have at the moment work for me
- It would be good if someone could attend places like the Greathons, Leonard Cheshire Disability to explain what services help the residents
- To speak up about mental health and reduce stigma
- I would want more confidence and courage to speak out. I am completely blind and can't tell the response of other people from their body language which makes things more difficult
- To be asked more often of my opinions on everything
- Transportation to be given the opportunity to meet people and air my views
- No air conditioning in any venue used, its awful and very painful to those of us with fibromyalgia and other sensitivities / conditions, but that aside, I don't ever want to just be involved on computer

or online that would be dire! Social media would be the death of communication not better at all, it's easy and bite sized – not meaningful at all, except if you want to moan and get everyone else to moan too

- I have experience of getting my views as a carer known and using them to help others and staff in MH services to engage with carers and feel that this has started to make a difference. I am frustrated however that in my personal journey with epilepsy and gastro consultants and GPs. I experience doctors who do not communicate and it is hard to join this up or find a way in despite accessing system through formal and informal streams. A cycle of admissions and ambulances improved now by a specialist nurse. This needs to be much easier and communication much better/easier
- Never being afraid to say how things are good or bad. Meeting and sharing things that can help improve and change a situation that causes stress. Giving feedback to enable change and access support, providing the opportunity to have an independent voice
- Be more diplomatic like I used to be
- Views are all well and good, but unless acted upon they're of little use
- Feedback from the Council
- Only ask us for our views if it's a genuine request
- Real time surveys that show me how other people are responding
- Change Area Board meetings so there is more input from the public
- Regular local area groups to talk about local issues
- More choice about ways to respond, not just on the website
- We assume everyone can read and write
- Make us equal partners in the process
- No jargon
- Bring back wardens who listened and helped me when I needed and was lonely
- Just ask me – communicate
- A big bus to go around in to advertise
- Listening to people's views and making your views clear
- I wish there could be more face to face contact
- Get involved in how services are run
- That people listen and don't laugh at me
- That every town has similar support groups available
- They are listened to
- Less social interactions as I have anxiety. If I need to attend them have additional support in place
- We could have smaller unit meetings where everyone can talk, similar to the one we had at the Civic Hall in Salisbury
- We could have smaller unit meetings where everyone can talk, similar to the one we had at the Civic Hall in Salisbury
- Things were easier to understand
- That there were more meetings
- Wiltshire Councillors should be a more visible entity in the community of the county
- Yes, when valid points are raised at members management make efforts in implementing ... so far I have not seen any evidence of this
- Knowing what's going on
- That information was easy to access
- That I only have to tell one person
- That all local services are promoted locally
- How to get a job
- That I'm listened to
- Making sure the care provided is ok
- That the feedback is used to make improvements
- That I knew where to take my views and could meet other older people

- That all services worked together, didn't duplicate or ask the same questions over and over again
- Not being called a user
- That I'm asked
- Reducing isolation
- That its listened to
- That services work together more
- That services don't duplicate
- That I could
- Whenever I contact Wiltshire Council they always have to call me back which is not always convenient. I would like to deal with the issue at the time

Healthwatch Wiltshire is pleased to be invited to contribute ideas for consideration by the Council and NHS Wiltshire CCG in developing its commissioning plans for health and care involvement and engagement over the forthcoming years. We hope the following is helpful.

Experience of Health and Social Care

The health and social care environment is increasingly moving towards a joined-up system be that through partnership or integration. This is evident in Wiltshire with the recent 'statement of intent on integration' by the Wiltshire Health and Wellbeing Board.² This policy is born out of the experience of individuals relating to the system where for them boundaries are not real or relevant. Patients, service users, and unpaid carers want an experience of a seamless service which is personalised. They are first and foremost citizens who use or have contact with services. As health and social care services relate more closely, all citizens will be service users because we all relate to the NHS at certain points in our lives.

However, it has to be recognised that as a result of a disability or diagnosis some of us will need more facilitation or support to interact with those making personal, service or strategic decisions with us or about us. Where we have these needs we will also have the generic experience that other individuals have (e.g. using the dentist or the pharmacist). These generic experiences are not necessarily related to age, disability, or diagnosis. For example, increasingly children and young people have views about their contact with health, social care and community services. Whilst older people may have more contact with services their experience is often similar and their concerns the same (for example, transition/transfers between services and accessing services including transport and waiting times).

Engagement

A significant percentage of the population have the opportunity to engage with health and social care services but the investment that individuals wish to make in engaging with the decision-making processes varies very significantly. The introduction of local Healthwatch recognises this in providing a service that is committed to promoting and facilitating the engagement of the public with the decision makers in Health and Social Care. Whilst local Healthwatch has an important role in facilitating involvement it does not deliver all the involvement and engagement required by local people and the health and care system. There are clearly benefits of local Healthwatch collaborating with other agencies which deliver engagement as this can help ensure the engagement outcomes feed into the statutory role afforded to Healthwatch through the legislation.

Opportunities for all citizens to engage and be involved

Healthwatch Wiltshire recognises that we are all users of services and everyone has a right to have their voice heard in relation to both the specialist and generalist services we use today or in the future. We identify, through our work to date, the following:

²[http://cms.wiltshire.gov.uk/\(S\(wm5gga55b130f045qoanjja5\)\)/ieListDocuments.aspx?CIId=1163&MIId=11084&Ver=4](http://cms.wiltshire.gov.uk/(S(wm5gga55b130f045qoanjja5))/ieListDocuments.aspx?CIId=1163&MIId=11084&Ver=4)

1. Individuals who presently experience good health and wellbeing and access services that provide prevention and promote good health.

These individuals report themselves as caring about health and social care but are not particularly invested in committing time to engaging but will respond when targeted on their areas of special interest using methods which are convenient.

2. Individuals who have a disability or diagnosis that brings them into regular contact with services.

These individuals seek quality information to assist them in managing their health and care needs. They often report being interested in community services and seek support from the voluntary sector.

Their experience of using services will vary but these individuals are often willing to engage and will chose varying ways to do this from IT contact to volunteering.

3. Individuals who have significant disability or illness.

These individuals have very significant levels of contact with health and social care services and are often dependent on them to achieve their life goals safely or effectively.

Many have strong views about the services they regularly use and the ways they are delivered. They can require very significant levels of support to engage effectively but have the commitment and passion to inform the effective development and delivery of services.

Individuals can and will move between these three 'tiers' at different times of their lives or may choose to engage in specialist or generalist areas as appropriate.

A network approach to engagement

The Healthwatch Wiltshire service has a statutory responsibility for the whole community but has always recognised that for some circumstances and for some individuals highly specialised support is required to maximise their opportunity for engagement. In these circumstances we have worked with agencies that have these skills and networks (for example, specialist agencies and user led organisations for people with learning difficulties, disabilities, young people, and also transgender people). We have also sought to provide individuals the opportunity to engage alongside other members of the community on the more general issues that may interest them.

One size does not fit all people all of the time and we commend to you the idea of a network approach to engagement where individuals can move around and be engaged or consulted with when and how they chose with a menu of generalist or specialist support.

This model has the potential to be very effective and provides for a mixed economy of engagement. We know that there are a number of agencies that would be interested in developing such a network working with the local Healthwatch service. We recommend you consider such a model being aware that the current contract for the local Healthwatch service comes to an end in March 2018 and although Evolving Communities³ hope to be present in Wiltshire we are aware we may not be part of such a network.

³ The Healthwatch Wiltshire service is commissioned by Wiltshire Council and delivered by a local organisation called Evolving Communities

Appendix nine – Wiltshire Centre for Independent Living

Wiltshire CIL's vision of User Led Empowerment and User Engagement in the future

Introduction:

Wiltshire Centre for Independent Living (CIL) is a user led organisation (ULO). This is defined as having a minimum of three quarters of its Board of Directors as people who use services and aim to have half its staff and volunteers as people who use services. We have developed our thoughts of a practical vision for Wiltshire which will protect 'the important functions of involvement and engagement and provide best value for the council, reducing duplication'. We are committed to working with commissioners to achieve this.

Following the Government Cabinet Paper about the "Life Chances of Disabled People" (2005) and the role of user led organisations within local authority areas, Wiltshire CIL was formed in June that year by service users. CIL worked towards enabling people to achieve full support to independent living and in 2012 won the contract for providing Direct Payment support.

Centres for Independent Living exist worldwide in 99 countries as the formal structure of generic disabled people's organisations, supporting people to achieve their aspirations in Independent Living and acting as a collective voice on issues affecting them. Independent Living is an approach to life and there is no reason why people cannot exercise independence, choice and control to their personal maximum ability wherever they are and whatever services they might use if they have access to the support they need. ULOs share an understanding of Independent Living which provides marginalised people with the support they need to lead the lives they wish within the community as citizens equal to others.

Value of User Involvement and Engagement:

User involvement and engagement benefits health and social care commissioners, providers, people who use services and the whole community in the following ways:

Health and social care commissioners:

- User expertise informs appropriate commissioning specifications using the Expert by Experience approach to design appropriate interventions and support
- Creates efficiencies for contracts by identifying the most appropriate strategies
- Gives feedback on the practical operation of the contracts and informs new contracts to ensure effectiveness, including cost efficiencies

Health and social care providers:

- Appropriate services are delivered by listening to peoples' experience of effective service provision
- Workforce attitude is influenced and changed through training delivered by experienced service users'
- Service user regular feedback provides useful monitoring to improve services

People who use services:

- People who use services influence commissioners and providers by contributing their personal knowledge to improve or change services
- People who use services are treated as co-producers using their own expertise to work with providers

- People who use services feel valued by their involvement, gain confidence and feel empowered in all aspects of their lives

Communities in which we live:

- The confidence people gain as service users enables them to contribute and participate in local activities and services
- Inclusion brings a more diverse and coherent community spirit, reducing numbers of marginalised citizens
- Local planners and providers easily engage with people who use services to involve them in local activities and benefit from their expertise

A Vision of Coproduction in Wiltshire:

Since the opportunity for User Involvement in Health and Social Care was first enshrined in the NHS and Community Care Act in 1991, the concept has developed nationally and locally and a model of good practice has been implemented building on experience nationally. A recent pattern of good practice collated through the organisation 'Think Local Act Personal' is the basis for this Wiltshire vision (see appendix 1) incorporating 25 years of learning.

Wiltshire CIL considers the rungs of long-term user consultation, engagement, co-design and coproduction are most effective within the role of a user led organisation, by involving all those who use long term services and are marginalised by society. In the roles of consultation, informing and educating, user led organisations ensure long term service users are reached, engaged and the voice of disabled people is captured and represented at local level through the provision of extra support and understanding in the proven model of 'expert by experience' peer support. We do not have a role in coercion!

Examples of how a user led organisation is beneficial using the expertise of long term service user involvement and available to commissioners and the whole community is demonstrated under the following headings:

Educating and Informing:

Generally, people who use services have access to methods of educating and informing within the community. However, people who are marginalised by society do not have the same access to all available opportunities. They may have short term memory or visually impairment requiring easy read version of documents or are socially isolated and not receive relevant information to make informed decisions. A user led organisation has expertise to make this accessible to everyone and are trusted by their membership to be inclusive and independent, this can be further implemented using social media and communication formats that need resources to do.

Consultation:

This is often the chief means of user involvement and engagement however; it does not draw fully on the expertise of service users and is often done in ways which exclude more marginalised long term service users. People who use services often feel too much has been decided without involving them if they only get invited to contribute at this level of involvement.

At the same time as consultation exercises for local citizens, a ULO can run consultations for people who use services according to their needs e.g. facilitating meetings with interpreters, paying and organising transport costs for people to attend, using appropriate visual prompts and running meetings in an inclusive, accessible manner for those with particular communication needs, collecting views on a one to one basis etc. Consultation has to encompass a range of

alternative activities to give people the widest possible choice. This needs people and resources to carry out effectively.

Engagement and Co-design:

Commissioners can work better and more effectively with a ULO to decide policy decisions involving users from the start. It is only when they have sufficient opportunity to meet regularly and contribute their experience that documents are appropriate to meet communities' inclusive needs because of the influence service users have had on them.

At committee level people who use services rarely engage on their own behalf but those affiliated to the ULO have the opportunity of meeting and being supported by others using similar services to bring forward valuable knowledge and gain more expertise and confidence to bring issues and concerns to the table. This needs resources for skilled facilitation and users' participation costs are met.

Coproduction:

This is a particularly valuable process to use for informed pieces of work, when new policies and design of services are introduced or when a new vision is in its infancy and being developed. A ULO can put commissioners in touch with two or more people who use services with relevant experience (never one which can be an isolating experience!) to join this group from the start and work as equals in coproduction. They can be supported in an ongoing way from a wider experienced group within the ULO membership.

Characteristics of Wiltshire CIL model of User Involvement:

Wiltshire CIL has outlined above a vision of the types of user involvement which is a function of a ULO model. It has drawn on the value of particular methods and systems which can help in this process.

Working with local formal structures as well as county wide:

Wiltshire has developed a pattern of local area boards for people to engage with. People who use services are well able to be involved in this process but few do so at present because little work has been done in reaching out to marginalised citizens and using methods appropriate for their participation. Pilot work has showed this to be possible and a ULO could work with community engagement managers to train them and share joint events to involve service users.

Using Social Media:

Social media is an avenue to be further explored in engaging people. Some long-term users do not use social media but there are a number that do, as Wiltshire CIL has found out through the on-line PA register it developed in securing jobs for employers in receipt of direct payments. Some people unable to leave their homes use social media as a means of engagement. It is a useful tool for providing information, collecting people's views and encouraging them to engage with each other to discuss issues in closed forums. Further development of this would increase the numbers of those able to participate but it is also recognised that this is not widely available or appropriate for many disabled and older people who need engagement through the alternative routes mentioned.

Community development methodology:

To achieve the best outcomes for all citizens, user involvement needs to be developed in communities, engaging with existing plans and activities and building on service users' strengths and assets. Wiltshire CIL has a proven track record of this way of work through our support planning and asset based community development. We have linked with partner organisations locally and train on the concept of community assets.

Links with national policy and organisations:

In order to participate fully, people who use services need information and support from national bodies as well as local. Often the issues which affect their lives e.g. welfare reform, are decided by national policy in addition to local services. It is therefore important they have the opportunity to gain information holistically and influence it as they wish. Wiltshire CIL is affiliated to Disability Rights UK, members of the Kings Fund alumni network, the Leadership for Empowered and Healthy Communities network, In Control, Think Local, Act Personal and has robust links with other centres for independent living. We are often at the forefront of relevant national reports for the use of disabled people. Such links provide service users with a full understanding of policy and its relevance to local consultations when involved from the outset.

Linking with Self Determination and Independent Living:

The effective involvement of service users is only possible if they have the resources to lead independent lives in the community and are able to develop their own vision of their role within it. Whilst the provider contract for Direct Payment support is a separate piece of work, through Wiltshire CIL people who use services will be working with an organisation who understands the importance of this and of using their own assets and self-determination to lead a full and active life in the community. Wiltshire CIL believes that people should have a life, not just a service.

Equality and Diversity:

All policies need to include methods of reaching more marginalised citizens, often excluded, and Wiltshire CIL is committed to recognising and including the involvement of such citizens in all our work.

Conclusion:

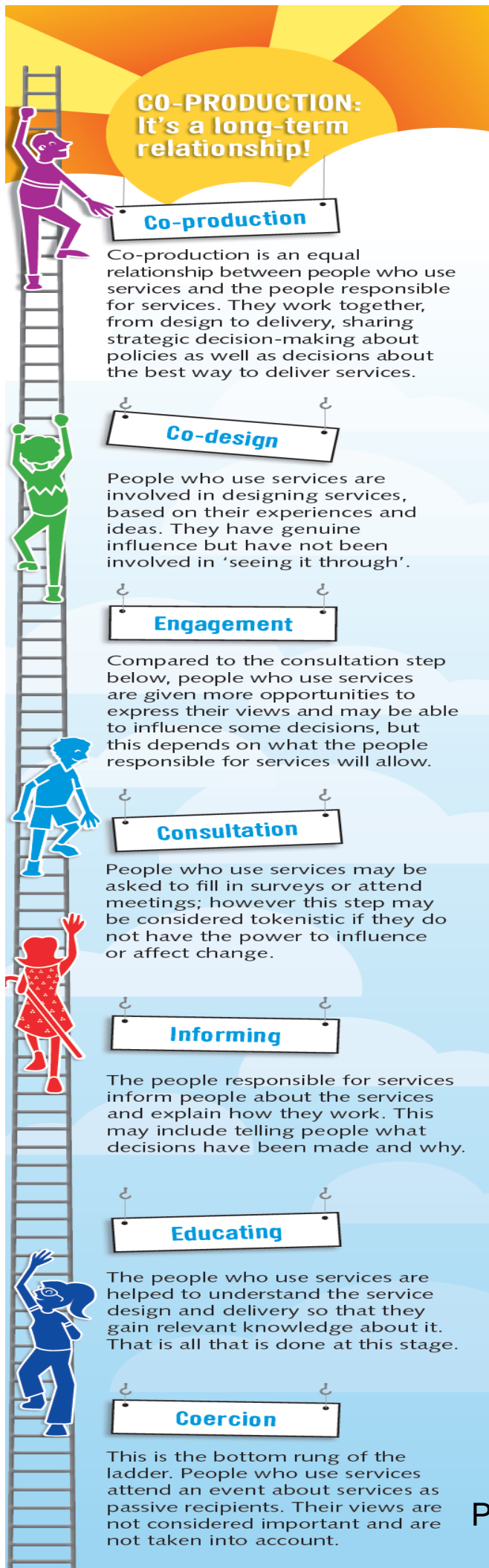
We have sought to show that a variety of user involvement and engagement in Wiltshire can be achieved by developing a variety of methods of involvement from the ladder of coproduction and delivered by a local user-led organisation with a philosophy of self-determination, independent living and community development. This sits alongside the more general citizen consultation required by government through Healthwatch, and Wiltshire CIL has a track record of working in partnership with Healthwatch Wiltshire using our expertise, skills and experience.

Clare Evans, MBE
Chair of Wiltshire Centre for Independent Living

Geraldine Bentley
Chief Executive Officer

July 2017

See Appendix 1 – TLAP Ladder of Co-Production



What is the ladder of participation?

The ladder describes a series of steps towards co-production in health and social care. It supports greater understanding of the various stages of access and inclusion before full co-production is achieved.

Co-production operates at many levels: strategic, service design and development and individual.

TLAP's ladder of co-production is used to describe co-production at strategic commissioning level, but it can be adapted to any of the other levels as well.

What is TLAP?

Think Local Act Personal (TLAP) is a national partnership of over 50 organisations working together with people who use services, carers and family members to transform health and care through personalisation and community-based support.

What is NCAG?

The National Co-production Advisory Group (NCAG) is a team of people who use services, carers and families. Members work with the TLAP partnership to make sure that TLAP's work is fully co-produced. They also offer other organisations support with co-production.

Other documents available include:

TOP TEN TIPS FOR CO-PRODUCTION

www.thinklocalactpersonal.org.uk/Latest/Top-Ten-Tips-for-Co-production-One-page-profile-and-Easy-Read-version



PEOPLE NOT PROCESS – CO-PRODUCTION IN COMMISSIONING

www.thinklocalactpersonal.org.uk/co-production-in-commissioning-tool



Appendix ten – Wiltshire People First



Speaking Up for Ourselves - Promoting the Rights and Inclusion of People with Learning Disabilities in Wiltshire

About Wiltshire People 1st

Wiltshire People 1st is a user-led self-advocacy organisation that promotes the rights and inclusion of young people and adults with learning disabilities, autism and those with communication needs, across the county.

We do this in a number of ways including running monthly Speaking Up Groups, Young People's Groups, supporting members to take part in consultations, facilitating their attendance in Council and other agencies' meetings, information and training workshops, conferences etc. We co-produce the LD Partnership Board.

To enhance our members' quality of life, with small grants from Comic Relief and the Lottery have we run creative art and dance sessions which our members greatly enjoy. In 2014 we received funding from the Heritage Lottery for our Oral History Project 'Our Lives, Our History'.

The Management Committee of people with learning disabilities works closely with the Director to plan and steer the work, including staffing and finance. A small team of experienced part-time advocacy project workers provides a full range of support services including organising meetings, arranging transport and making information available in easy read accessible formats.

WPF Members are aged from 16 to 65+ and many also have visual and mobility impairments or do not use words to communicate. To support our members' specific communication needs and enable them to participate effectively, we use a range of methods including Makaton signing, easy read information, picture passports, art/graphic facilitation and other media including video, newsletters and website.

In June this year, Wiltshire People 1st celebrated its 21st birthday with a special event at the Trowbridge Rugby Cub.

Our core work is funded by Wiltshire Council. In the past we also received funding from the PCT and the LD Development Funds.

Lack of accessible, easy to understand information makes it difficult for people to express themselves and get their voices heard, as does lack of the independent advocacy and support needed to access services and make decisions.

Independent self-advocacy as provided by Wiltshire People 1st is an important way for people with a learning disability to have more choice and control in their lives.

The government would like everybody with a learning disability who wants advocacy to have access to it, including local user-led self-advocacy.



User Engagement Review

The Council and CCG are considering options for the provision of user-led organisations and user engagement in the future. This is in the context of the need to protect the important functions of involvement and engagement but also to ensure efficiency and best value for the Council, and to reduce any potential duplication. We would therefore like to hear from the Boards of all 4 organisations about any thoughts/ideas for the future.

Response - the Future of User Engagement in Wiltshire?

Our understanding of what we are being invited to address:

How should the Council/CCG fund user engagement that provides best value and meets the support needs of all sections of the the community including disabled people? What is the value of user led organisations (ULOs) and how do they help with these aims?

Listed below are a number of ideas that have been suggested by our Management Committee and from the conversation with Commissioners. For each of these options we set out potential advantages and disadvantages from our perspective.

1. Commissioners continue to pump prime core functions, through *grant funding*, the existing local ULOs to support their development and consider enabling these ULOs to apply for tenders to local services under a certain value.

The Council/CCG benefits from the wealth of knowledge and expertise built up by the 3 ULOs and demonstrates its commitment to coproduction, enacting the public sector duty of the Equality Act and helps meet the intentions of the Care Act 2014 and Transforming Care agendas etc. With clearly defined commissioning strategies in place, any potential for overlap in UE can be addressed by the council through service agreements.

Service users/disabled people have confidence in their own organisations, through the continued funding of their ULOs they are seen to be valued, the expertise and work they do is respected, strengthening relationships with the Council and its partners, through co-production etc. Co-production enables ULOs to be viewed as critical friends, providing constructive feedback to council for service improvements.

- 2 Putting all or some of the UE functions of existing ULOs out to public tender, thereby inviting interest from national providers or large non user-led charities.

The successful bidder may not be local, will lack the knowledge of the area, or expertise and will take time to deliver. Moreover new providers will need to earn the trust and confidence of local disabled people, particularly people with learning disability who, in the large majority, do not like change and tend to



work with people they know well. The changeover of the general advocacy contract to the new provider illustrates this point.

- 3 Simplifying things by funding only one User Led Organisation and streamlining the commissioning of UE generally.

This option denies people choice, limits opportunities, reduces expertise and knowledge in specific issues or impairment needs; has potential to create conflict with other ULOs who may no longer be funded by the LA but will, in all likelihood, still be on the scene working in the background providing a limited service and challenge on behalf of their members.

If there is a clear policy and commissioning strategy in place that has been co-produced with users, it could be argued that there is no need to do away with the valuable resources that currently exist but, working together, they can be reshaped and redefined so the LA and CCG are able to fulfil their duties efficiently.

- 4 HWW to take on all UE activities and/or sub-contracting specialist participation from ULOs.

This option may streamline UE and make it contractually more manageable for commissioners but it will not be user-led. HWW have always respected the specialist work WPF does and we have a good record in working together on a number of initiatives, where we support our members to give their views and feed into the strategic remit of HW. This avoids any duplication and is mutually of value.

We suggest that the Council considers the social value of current and future provision, by acknowledging that good procurement is not just about price but meeting the needs of the local community and social objectives.

Wiltshire has a strong history of user engagement and has shown its commitment through the funding of three user-led organisations. By the very nature of being user-led, each of the three organisations fulfils elements of the user involvement/engagement function. This is not to say that there is necessarily duplication in engagement activities, but that current provision offers a choice to those who need a service to which they can relate or best addresses their specific needs.

Wiltshire People 1st represents a particularly disadvantaged group of people, who historically have been excluded by society more than any other, and denied a voice. We believe that all people with a learning disability are people first, with the right to have their voices heard, to lead their lives like any other with the same opportunities and responsibilities and to be treated with dignity and respect.



The skills and knowledge of Wiltshire People 1st self-advocacy are founded on the core principle that people with learning disabilities are entitled to the same aspirations and life chances as other citizens. Our strength comes from the lived experience of our members and the trust built up over twenty years, providing a unique service to and with our users/members.

We advocate that the core functions of WPF should continue to be funded, to enable people with learning disabilities to play a key part in the user engagement process and to achieve the things that are important to them: housing, good health care, employment, getting out and about doing meaningful things in the day and being part of their local communities.

Self-advocacy and communication support is vital to meaningful UE. Without the skilled support and trust that WPF provides, people with learning disabilities will be further disadvantaged.

The Role of DPULOs

The government recognizes that Disabled People's User Led Organisations (DPULOs) have an important role to play in giving disabled people a stronger voice in the local community, providing peer support in health and social care, employment and volunteering. It puts an obligation on local authorities to fund one or more ULOs in each area. (2004)

The benefits of supporting ULOs through commissioning have been acknowledged:

- ULOs are a key component in delivering personalisation and transforming care outcomes,
- strong ULOs help commissioners tackle inequality, build social capital, contribute to prevention,
- because they are rooted in the local community they are responsive to the needs of that community and accountable to them,
- ULOs share common values of choice, involvement and human rights
- the essential features of a ULO are that it is run and controlled by service users, promotes the social model and independent living, and provides peer support,
- commissioners can help ULOs by creating a level playing field and making their processes more accessible.



Other models

Wiltshire is not alone in having more than one ULO.

Hampshire has funded several large, well established ULOs that have long associations with the local authority and health and social care providers, where the different organisations work together to provide a forum for disabled voices to be heard and influence policy and service provision. This model encourages wider participation and avoids potential for duplication.

Devon also has a number of user-led organisations whose CEOs work closely with other VCS (not user-led) groups under an umbrella or consortium arrangement, whereby key ULOs receive core funding to ensure capacity, but are able to bid for tenders and other commissioned work which comes via the consortia board.

This model offers potential to share expertise and some back office functions as well as widening engagement opportunities. However, this requires a willingness to work together for the benefit of the wider population, and takes time and commitment of stakeholders to develop.

In summary . . .

In line with government policy and in order to develop services more appropriate to the real needs of people who have been most disadvantaged and are generally invisible in society, over the past two decades Wiltshire has had a proud record of listening to users, through the development of local, independent user-led organisations. With our base in the lived experience of people with learning disabilities, WPF has developed a wealth of expertise in providing services that are responsive to the communication and support needs of users.

Our members in line with People 1st national, feel that only an organisation led by people with learning disabilities, that focuses on the issues important to them, rather than the wider constituency of disabled people, can express their needs and ensure that services are delivered in an appropriate manner.

“Being part of Wiltshire People 1st has helped me to speak up and given me confidence. It has helped me with reading and learning new things like how to do research for our history project and the talks we have each month, like how to keeping healthy and being safe....Coming to the meetings has helped me get out and about and I have enjoyed meeting new staff and people over the years who support me to speak up or help me to do things for myself” (L a member of WPF)

“J always enjoys going to the Wiltshire People 1st speaking up group. We appreciate him being taken and returned home and it gives us some time to ourselves. Wiltshire People 1st are always helpful and reliable, and their magazine helps us all, as J has no speech”.

(parent carer).



“In recent years Angie and her team have worked hard to support a really innovative and important initiative training our social work students. It has led to members of Wiltshire People First undertaking assessments of our first year students interpersonal skills. It is probably one of the only examples of a project where service users get to undertake an assessment of social workers!

It is a good example of how the service empowers its members, through training and support they have really boosted their members confidence to undertake this role and this has also developed their self-esteem. Wiltshire People First are a local user-led organisation that really brings people together and encourages and supports their members personal development. I fully support the work they do and urge you to continue to support their work and secure their funding”. (Dr Justin Rogers, lecturer, University of Bath).

WPF recognises that the Council has a duty to provide services efficiently, but other LAs have demonstrated that this can be done through more than one local user-led organisation. Wiltshire People 1st emphasizes the importance of maintaining its funding so that it can continue to provide the valued and much needed services to our members and others. We feel it would be a retrograde step to lose the independence, trust and expertise that WPF have built up through dedication and commitment to listening and working with/for members.

We currently enjoy good working relationships with other ULOs in Wiltshire and are happy to work more closely together, but we are convinced that the needs and voices of people with learning disabilities are distinct and must not be lost in future provision.

Angie Carmichael, Director Wiltshire People 1st
on behalf of the Management Committee

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Independent Living Centre

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31st July 2017

Adult Health and Social Care User Voice Consultation

Thank you for the opportunity to be part of discussions around protecting the important functions of involvement and engagement with service users, while ensuring efficiency and avoiding duplication in the coming years, through a user led organisation.

We believe that over these past 25 years WSUN has proved to be proactive within the community and a conduit for the voices of people who use both health and social care services, to be heard. Through co-production with our commissioners and other organisations in Wiltshire, we have been committed to ensuring that service users are part of the conception, design and steering of policies that affect them. This is based on the belief that those who receive a service or who are the focus of a strategy are best placed to help design it and need to be involved at the very beginning of the process.

We have recognised the restraint on budgets and the need to be cost effective and over the last three years have reduced our costs across our contracts and returned funds to both the Council and Clinical Commissioning Group. One way of achieving this has been by finding free resources. Some examples of are, having meetings in community hubs, at local fire stations and staff outreaching to where people already meet e.g. luncheon clubs and more condition specific groups like stroke clubs.

We have also recognised the need to ensure the service we offer has not decreased and the voices of those we represent are still heard. This has been challenging at times, but by developing innovative ways of engaging with people, our membership has both increased and changed. One way we have achieved this is by our Outreach Workers going out into the communities, getting to know people and what is, or is not happening for them and enabling trust to be built up.

We continue to have a large membership across Wiltshire who identify as having physical or sensory impairments, mental health issues, learning disabilities, being on the autistic spectrum, long term conditions, complex needs and older people, many of whom are also living with these same conditions which may include Dementia. Many of these are in effect the most vulnerable residents of Wiltshire. We have also engaged with and continue to develop relationships with other vulnerable hard to reach groups, people who are homeless and those that are part of the river community. With all our members we believe in a holistic approach where it is not solely about the vulnerability or the condition itself. We believe in a person centred approach and support people around all aspects of their lives.

Our members and staff have been involved in looking at how we can assist communities to build “community resilience” These are people with identified needs, goals and aspirations and not necessarily geographical communities. Examples of these are our Memory Groups and Our Time to Talk Group which are independent and user led with peer support and backing from WSUN.

Our very experienced staff group engage with many of the most vulnerable and isolated residents, sometimes over a long period to establish trust. There is an increasingly skilled Management Committee which takes an active part in the work of WSUN. The Customer Reference Group is an excellent example of members providing peer support for vulnerable people, undertaking surveys for Wiltshire Council in Sheltered Housing schemes and in their own homes when domiciliary care is provided. As an independent organisation service users are able to be open and honest with us about the service they are receiving which can then be used to influence change. The WSUN Safeguarding Reference Group is another example of members sharing their experiences in order to improve outcomes for vulnerable people who may be at risk in Wiltshire.

WSUN recognises the need to avoid duplication but would argue that for our more vulnerable members, main stream approaches used for the public in general are not always suitable and their voices may not be heard.

We believe there is a distinction between the valuable work carried out by other organisations i.e. Healthwatch with the general public, and the more individual support we give to the most vulnerable and hard to reach Wiltshire residents; those that require the most support to be heard. We have always been happy to work with other groups and this last year worked with over 100 different organisations.

WSUN has produced a 3-year strategy which recognises that we need to seek additional funding to take our identified activities forward and to ensure that we, as a User Led Organisation will continue for the next 25 years. Core funding from the Wiltshire Council and the CCG would be invaluable to enable this to happen, enabling us to maintain our membership and bring additional funds in to support the work of the Council and Clinical Commissioning Group.

It has also been agreed by the Management Committee that we will be changing our operational name to Wiltshire Service Users Network as we no longer have funding from or input into Swindon Borough Council. This will be taken to our AGM to be ratified in October.

Enclosed with this letter is a copy of the summarised version of our 3-year strategy and a copy of our Annual Report 2016-17 which will give you more detail and which the Management Committee Members are happy for you to use.

Finally, we believe that bringing the most vulnerable into the forum is the value and expertise of WSUN and we will continue to do this as a User Led Organisation in the future in Wiltshire.

On behalf of all Members of the Management Committee.

Yours Sincerely

Diane Gooch
Chair, Wiltshire and Swindon User's Network

WSUN Three year strategy

Wiltshire and Swindon Users' Network (WSUN) was originally established in 1991, a service user, led not for profit organisation limited by guarantee. Its purpose continues to be the engagement with and empowerment of people individually and in groups, to actively participate in improving the services they require to maintain or improve the quality of their own lives. WSUN is proactive within the community, facilitating individual learning and helping people develop personal skills for acting as agents of change for both health and social care as well as other services they may receive.

WSUN will continue to develop and change to work with local individuals and organisations, providing a unique contribution as a partner. Together these partnership arrangements amongst agencies with differing responsibilities and skills, offer a real opportunity for improving the effectiveness and efficiency of services across Wiltshire. WSUN's programmes of work are primarily targeted on specific issues that are often related to isolated or difficult to engage service users.

This Strategy is designed to be a framework for thinking through and enacting activities and contributions that are unique, cost efficient and empowering to the service users and to those providing services. This will ensure that WSUN continues to provide important and useful service user contributions in partnership with other organisations, working together to achieve better outcomes for those people in need. Better organisational outcomes are also a likely result. These are outcomes that could not be achieved by any single agency working independently. This strategy is designed to provide guidance on how the work of WSUN can be clearly understood and managed, how it will be well coordinated and effective without duplication of effort or resources.

WSUN will always

- Work with a flexible *person-centred* approach
- Actively avoid duplication of effort or resource when engaging the public on health and social care matters

- Promote the development of the service users' voice in relation to service design and performance
- Develop and promote opportunities for influencing commissioning and practice predominantly but not exclusively in health and social care settings
- Develop peer support opportunities and self-advocacy in relation to services in Wiltshire/B&NES and surrounding areas
- Promote and support the unique monitoring and evaluation contribution of service users
- Directly engage and empower individuals and groups that are difficult to engage including:
 - People with mental health experiences
 - People with a physical disability
 - People on the autistic spectrum
 - People with sensory impairments
 - People with learning disabilities
 - People with long term conditions
 - Older people
 - People with complex needs
 - Others isolated by location or circumstances

WSUN will continue to support service users to play an active part in:

- Wiltshire Service User and Carer Safeguarding Reference Group
- Wiltshire Autism Forum
- Wiltshire Mental Health and Wellbeing Board

WSUN will continue to provide consultation events, workshops and focus groups to:

- Address issues raised by members
- Address issues raised by commissioners

Project	Objective	Outcome
<p>Independent Travel Support Wiltshire and B&NES</p>	<p>The Wiltshire Independent Travel Support Project was developed by service users to help address the barriers to transport for people with disabilities.</p> <p>B&NES Travel Support was developed to provide travel support and information to young people in education who are identified by Bath and North East Somerset council as currently accessing provided transport.</p>	<ul style="list-style-type: none"> • Individuals are able to travel independently on one important route, some service users are able to transfer this knowledge to other routes. • Skills gained can include planning a journey, road safety, telling the time, using money or a bus pass, personal safety, improved social interaction. • <i>Increased confidence and independence.</i> • Parents / guardians more accepting of the idea that travel support allows young people to gain confidence and independence and therefore there is less reliance on provided transport.

Mental Health First Aid	<p>To provide young adults and those supporting them with one and two day workshops to:-</p> <ul style="list-style-type: none"> • Identify, understand and help a person who may be developing a mental health issue. • Enable young adults to mentally prepare themselves for managing the stress of college/University, • Improve their life chances, build their self-esteem and prevent/reduce the need for medical intervention.. • Enable them to understand the signs leading into a mental health issue • Manage an issue when this happens • Support other people with mental health issues. 	<ul style="list-style-type: none"> • Improved mental health resilience. • Reduced stigma surrounding mental health issues. • Greater confidence when requesting help for emerging mental health issue. • Increased confidence in supporting others. • Reduction of incidents of self-injury. • Greater awareness of anxiety and stress issues. • Practical skills to support someone experiencing panic attacks. • Reduced dependency on statutory services. • Reduction in the number of young people being registered as Not in Education, Employment or Full time Training (NEET) due to mental health issues.
Memory Groups	<p>To set up, develop and establish Memory Loss Groups in specific communities across Wiltshire and the wider region. This is in order to provide a social venue, meeting on a regular basis for anyone in that community who has a form of memory loss or who cares for someone with a memory loss. To use as models the three already established groups in Wiltshire.</p>	<ul style="list-style-type: none"> • Reduced social isolation • Peer support – people with memory loss and their carers can share their experiences and frustrations and support each other. • Signposting to other organisations • More active population – members supported by sports and other professionals to take part in sports sessions and dancing • Community links and greater community understanding • Increased volunteering opportunities

<p>Action Research (Qualitative Research)</p> <p>'Action Research' is a specific, systematic and disciplined investigation of an identified activity or service for the purpose of facilitating change. With action research, the researcher is an active participant in the change process, becoming an enabler, a facilitator. A communicator and an agent of the change required.</p>	<p>Action Research (Qualitative Research)</p> <p>To develop and undertake collection of data through:</p> <p>Easy to understand questionnaires that can be used as postal or on-line surveys to provide inexpensive access to important qualitative data that is easy to administer and analyse.</p> <p>Semi-Structured Interviews, as a well-established technique for accessing more complex qualitative data, also suitable for quantitative data collection. The printed questions are the same as the questions on the online survey. Acting as guides to the interviewer, who asks the questions as they are written, and then records the responses. These responses may be simple or are often more detailed responses that require further questions from the interviewer to clarify the initial response more fully.</p>	<ul style="list-style-type: none"> • To provide independent, assured, consistent and benchmarkable local data on a particular service • To support transparency and accountability, enabling people to make better choices about their care or support • To help identify areas where outcomes can be improved in a very challenging financial climate • To provide a climate where Service users feel listened to and valued
<p>Access Audits</p>	<p>To offer to businesses, community organisations, regional and national organisations a complete accessibility audit for any of their premises to ensure that they meet any disability access requirements and that they provide all the necessary requisites for people who have disabilities to access and function in those premises, be they visitors or employees.</p> <p>The audit takes the form of an accessibility survey of a client's current premises to inform how well the premises meet the needs of people with disabilities and to provide a list of suggestions to improve that accessibility OR The audit is on a larger scale with WSUN being involved in a new build project so that accessibility issues can be accommodated before premises are built.</p>	

<p>Monitoring of Services by the Customer Reference Group (CRG)</p>	<p>The CRG is made up of WSUN members who are users of services, tenants of sheltered housing, informal carers and retired health and social care professionals. Members of the CRG carry out independent monitoring of social care services in Wiltshire, these have included H2LAH domiciliary care service and sheltered housing schemes</p> <p>This is achieved by conducting individual telephone interviews with customers receiving these services, meeting with customers on an individual basis, talking to residents and tenants in groups and by offering customers the opportunity to complete their own monitoring forms.</p>	<ul style="list-style-type: none"> • To provide independent, assured, consistent and benchmarkable local data on a particular service • To support transparency and accountability, enabling people to make better choices about their care. • To help identify areas where outcomes can be improved in a very challenging financial climate • To provide a climate where Service users feel listened to and valued
<p>Creative Therapies Proposed Project)</p>	<p>Participants, with the assistance of professional artists, through their own creativity, will build confidence, self esteem and raise aspirations for their futures. By working together as a group this will aid their recovery and develop their sense of wellbeing. Participants will benefit from peer support and by valuing each other's contributions at a level they are happy and comfortable with. The creative pieces produced will reflect their own experiences and they will be able to share these in a safe and supported environment. WSUN also plans to find volunteers from the service user group who will act mentors to others as the project develops. We will involve service users at every level of the project including assisting to curate the final exhibition enabling people to learn new skills and giving them a sense of ownership of the project.</p>	<ul style="list-style-type: none"> • Improved mental health and wellbeing is associated with a range of better outcomes for people. These include improved physical health and life expectancy, better educational achievement, employment rates and reduced risky behaviours, such as smoking and alcohol misuse • Challenge the community's perception of mental health • Use art to increase the communities understanding and provide information about mental health

	<p>We also aim to share participants developing work with the local community and hope to challenge people's attitudes and perceptions around mental health through utilising community spaces such as the Local campuses and libraries. Through the involvement with other organisations we would provide information to the community and promote the importance of good mental wellbeing as well as helping to tackle mental health stigma and discrimination. With one in four of us likely to experience mental health problems at some point in our lives, WSUN would like to use the Arts to stimulate discussion and increase mental health awareness and understanding.</p>	



Summary of Responses to the Wiltshire Council Adult Health & Social Care User Voice Consultation

August 2017

Wiltshire People 1st was asked by the Council, to circulate a survey to its members and those with learning disabilities/difficulties, they were in contact with. Similar requests were made to other ULOs.



The timing over the summer holiday period and the nature of the consultation made it difficult for WPF to run a focus or Speaking Up Groups, as we would usually do, in order to facilitate the widest involvement and response to such consultations.

However, we endeavoured to provide support where possible. For example, we sent out the surveys with stamped addressed envelopes and offered assistance to those who requested it.



Seven people asked us to help them complete the survey over the telephone, they said that they did not understand the questions or were unable to read.

We enquired how people were getting on with the forms, some members told us that their care worker was helping them as they did not understand the questions.* *many members felt confused, they had difficulty distinguishing between personal care type support provided in their homes, to other forms of support relevant to the survey - assisting with consultations and meetings.*

One member told us that their care supporter had said she was not allowed to write additional comments on the form and had tippexed them out. She did not think that was right as she had important things she wanted to say.

8 members came into the office and we supported them in a small group to fill in the form. They also said they did not understand the questions and the survey was not in 'good easy read'.

In total, 38 adults with learning disabilities and or autism, returned the completed forms to Wiltshire People 1st or handed them in to us.

The completed surveys have been forwarded on to the Council to be included in their data collection and analysis.

Please note that there were two versions of the survey, the version we sent out to members was the first version, the second version had more questions/classifications. This needs to be accounted for in Councils final analysis.

This is confusing and could lead to bias. It is recommended that ULOs and people who use services coproduce consultation surveys and assist with easy read versions.

Here is a summary of the key responses.

1. Have you ever been given the chance to say what you think about the services you receive?

30 people ticked yes

5 ticked no

3 did not respond to this question

4 people commented that they had been able to give their views through attending meetings held by Wiltshire People 1st.

1 person commented that they had not had the opportunity to comment on the range of Wiltshire Council services, not just care.

2. Which of the following ways have you given your views on the services you are receiving or have used?

25 people ticked that they had given their views by completing a survey about the services they receive.

22 people commented that they would provide feed back to their nominated support worker (social care worker).

21 people ticked they had attended a focus group meeting.

19 people had attended a workshop to give their views on a particular issue.

18 people had expressed their views by talking directly with their service provider.

12 had attended a public meeting to give their views.

12 people had visited other services to see if they working well for the people they support, *8 of these through WPF Quality Checkers.*

9 people had attended a Partnership Board.

9 people had been involved in user testing. *Via WPF testing the YCYS website with HWW*

7 people had given their views via a telephone interview.

4 people had helped with a Tender evaluation.

1 person had given their views via social media.

15 of those people who replied, ticked that Wiltshire People 1st had helped them to understand or express their views.

3. Would you like to have the chance from time to time to give feedback in a structured way (via a survey/feedback form or face to face conversation) about the service you receive?

24 ticked that they would like to have a chance, or *already did*, give feedback in a structured way.

3 of the 24 who ticked yes, expressed a preference for face to face feedback.

6 people ticked they did not want to give structured feedback.

8 people did not respond to this question.

4. If you wanted to give your view in the future, which way would be easiest for you? People gave more than one answer.

28 people wanted to be part of a group of people, similar to themselves, to provide a group response.

24 people ticked by post.

18 ticked the easiest way would be to speak directly to the care service provider.

17 people ticked by speaking to a health or social care professional.

12 people ticked they would go online to complete an email survey or feedback form,

7 people would use a complaints process.

2 people would use social media.

5 people ticked other ways – of these

1 person ticked email, 2 people ticked face to face, 1 wanted a supporter while 1 commented that they would choose to use the Speaking Up Group and Management Committee meetings at Wiltshire People 1st.

4 people would not be interested in giving structured feedback in this way.

5 people ticked they would like the involvement of Wiltshire People 1st to help them give feedback.

5. What kind of support would help you give your view if you felt you wanted to?

34 people ticked that they needed help to fill in forms including 1 person who

24 people ticked that bringing their own Care/Support worker would help them give their views. However 1 of the 24 ticked they did not need support from a Care /Support worker as they had help from Wiltshire People 1st.

22 people ticked that they needed support to communicate their views.

21 people wanted support from family or a friend

13 people ticked they would like general support provided at the event including 1 person who ticked that they did not understand the questions sometimes and that Wiltshire People 1st help her.

5 people made comments about other types of support including 1 person who wanted a face to face conversation with Wiltshire Council.

1 person wanted 1-2-1 support, 1 person needed a screen reader to read her computer.

1 person ticked that they needed no support.

2 people commented that they would benefit from help from a Wiltshire People 1st Advocacy Supporter.

6. There are organisations that help people get involved and tell us what they think about adult social care and health work and services. Which organisations have you worked with or received support from in the last two years? Please all that apply.

38 people ticked Wiltshire people 1st including 2 people who ticked they used Wiltshire People 1st the most and 1 person who ticked Wiltshire People 1st Speaking Up group.

21 people ticked Wiltshire Council. *(Some told WPF they ticked this box as WC paid for their care but had not been to council run meetings).*

6 people ticked Wiltshire and Swindon Users Network.

5 people ticked Healthwatch Wiltshire.

5 people ticked Wiltshire Centre for Independent Living.

6 people mentioned other organisations/ support such as family, Friends Link, Monday Wednesday Club, Shine, support workers at home, local MP and a care agency.

7. Thinking of those organisations above who help people get involved in

**their services, what do you think is the most important part of their work?
Please up to three choices below only.**

34 people ticked that it was important that organisations make the voice of users heard including 2 people who ticked that the Wiltshire People 1st Speaking Up Groups help people make their voice heard the most.

25 people ticked that it was important to enable people to meet and make friends and provide a chance to socialise including one person who said she did this at Wiltshire people 1st meetings.

24 people felt that it was important that organisations enable people with similar experiences to meet.

20 people ticked that organisations should focus on getting users better information and advice.

15 people ticked that it was important that organisations focus on making a difference to the local community.

14 people ticked that it was important that organisations help to improve the local services on offer.

1 person ticked organisations should be providing a chance to get to know who to talk to and get involved in the local community if needed it.

8. If you could change one thing about how you make your views known, what would it be?

A wide variety of points made in response to this question.

2 people did not want any changes.

2 people wanted more symbols and pictures to be used and any official letters to be in an easy read format. proper easy read.

1 person wanted this actual consultation to be done so that it was easier to understand as they felt the consultation was confusing.

1 person wanted more time to fill this form (WC user voice consultation) in and for speakers to use less jargon in meetings and presentations.

2 people wanted to be able to meet the Council including 1 person who wanted to be able to go to a meeting at the Council Office Chippenham to give her views on the crossing on Malmesbury Road, Chippenham.

1 person wanted a care support worker.

3 people wanted more meetings. 1 person added that she went to 2 (social/activity) groups but wanted to get out more and be able to attend more groups.

1 person wanted to be listened to.

1 person wanted to speak out.

1 person preferred writing a letter to a service department as a phone call could cause confusion.

1 person wanted to be a part of Parliament.

Another person wanted more paid jobs.

1 person commented that her voice is not loud and that she valued having someone to say what she thinks about things.

1 person wanted to be able to rap her views.

1 person commented, 'My view is I want to get the right services for disabled people I think there should be a service by which you can make your views on social work known.'

There a range of comments about the work of Wiltshire People 1st. These included the following:

'I like coming to Wiltshire People 1st and letting them help me give my views.'

'I prefer Wiltshire People 1st to support me at meetings and to help me understand.'

'Wiltshire People 1st need more money to do more meetings. Wiltshire People 1st is an important group.'

9. What is your age?

38 people completed the form:

4 ticked 18-24 years old

10 ticked 25 -34 years old

5 ticked 35-44 years old

11 ticked 45- 54 years old

7 ticked 55-64 years old

1 ticked 65-74 years old

10. Are you male or female?

14 ticked male.

23 ticked female.

1 person did not respond to the question.

11. What is your primary need/disability?

6 people ticked that they have a physical disability or mobility issue.

2 people ticked they have a problem with their hearing.

4 people ticked that they have a problem with their vision.

4 people ticked that autism was their primary issue.

34 people ticked that a Learning Disability was their primary need.

3 ticked Mental Health.

2 ticked they had no disability, but known to use LD services.

1 person ticked they had a problem with their right hand.

1 person ticked she has Down's Syndrome.

Nobody ticked they had a communication problem. However this category was not on the original version of the consultation which we sent out and the majority of respondents completed, hence the result, please note - this needs to be accounted for in the findings analysis.

3 people ticked that their primary need was being an older person.

1 of the 3 ticked that they need people to explain things in a way that they could understand. However, this category was also not on the initial version of the consultation, see above, which was sent to Wiltshire People 1st for members to complete. This difference needs to be accounted for in the final analysis.

12. What is your ethnic group?

37 people ticked that they were White, 3 White British.

2 people of those people ticked Black/African/ Caribbean / Black British even though they had also ticked White.

This is a summary of the collated responses.

Please contact Angie Carmichael, Director, Wiltshire People 1st if you require further information - angie@wiltshirepeople1st.org.uk

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Adult Health and Social Care User Voice Consultation Focus Group Report



WILTSHIRE AND SWINDON USER'S NETWORK

July 2017



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Peer Review Focus Group – Engagement Report

Introduction

In June 2017 Wiltshire Council launched a consultation to examine the experiences of people who use adult health and social care services around engagement. The definition of 'engagement' provided by the Council is 'the opportunity to have input into adult care work such as policy changes, strategies and service development by, for example, completing surveys, attending workshops, and formal meetings'.

A number of contracts for User Led organisations will come to an end in 2018; Wiltshire and Swindon Users' Network, Wiltshire CIL and Wiltshire People First. In addition, HealthWatch Wiltshire's contract comes to an end in 2018. Wiltshire Council and the CCG have announced their intention to review commissioning intentions, procurement model and the total budget for user engagement and coproduction within adult care.

A consultation questionnaire was available on line from the 26th June until 14th August 2017.

The Management Committee of WSUN felt that it was important to offer members the opportunity to be able to comment on the consultation and a focus group event was arranged.

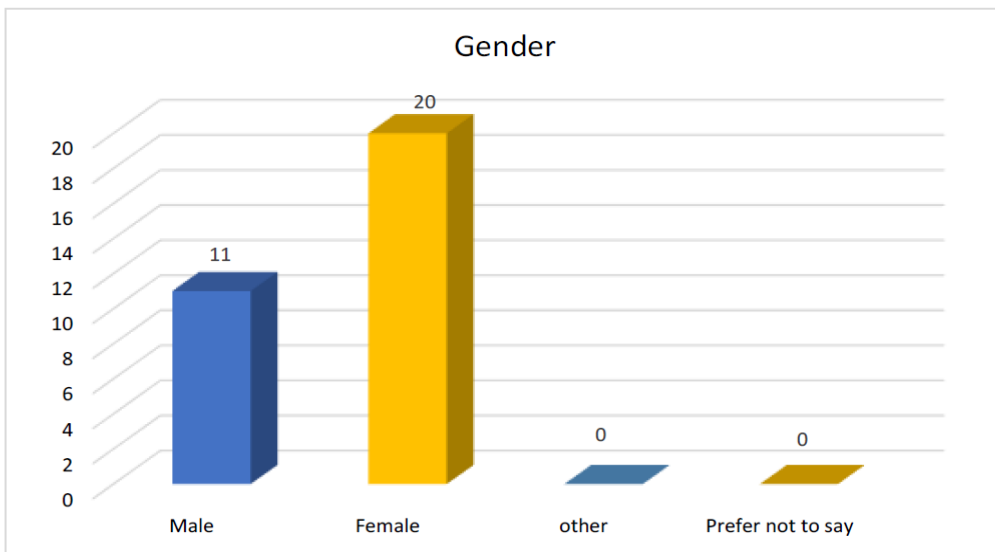
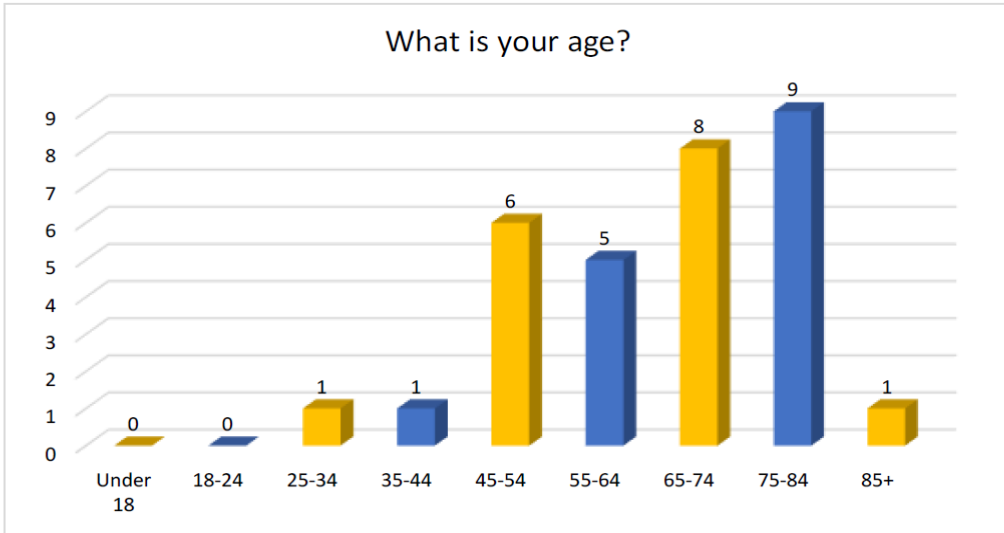
This report looks at the views of those service users who attended the focus group on 24th July 2017.

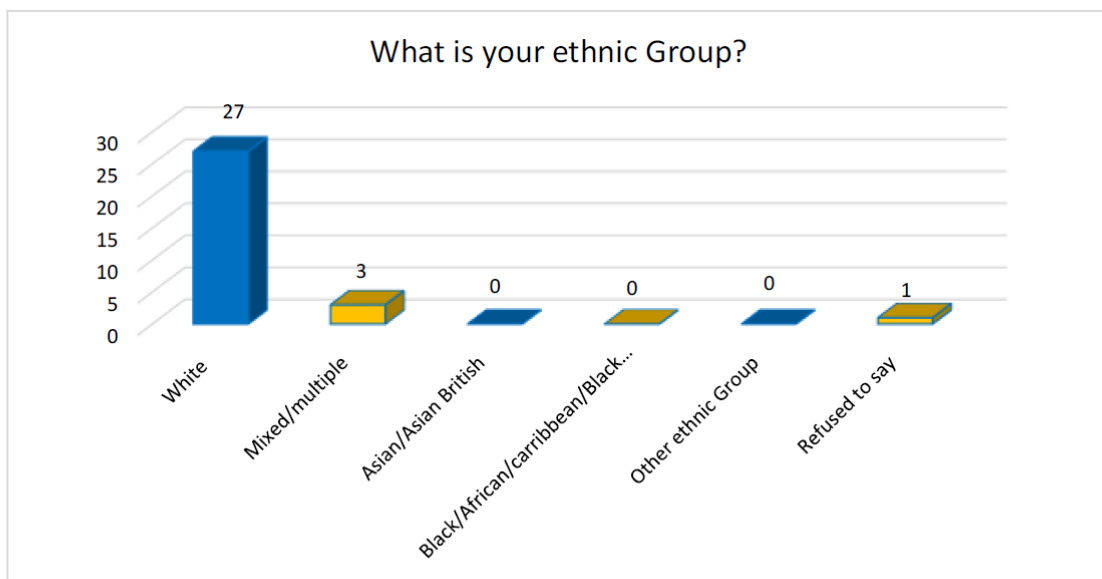
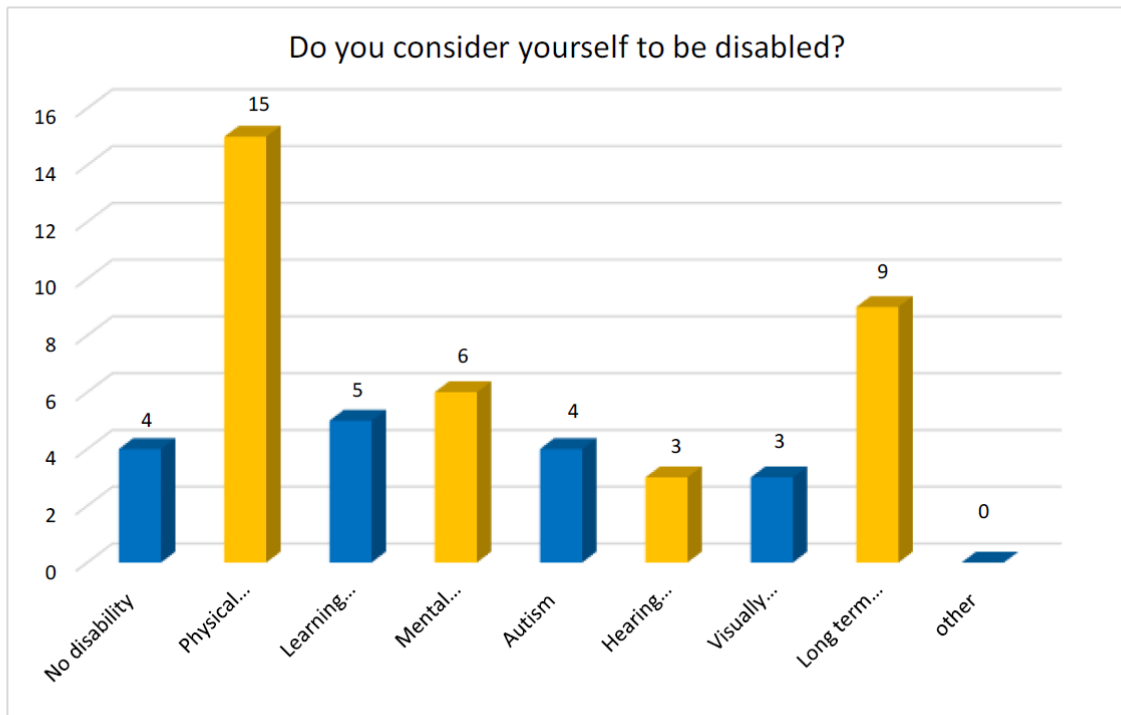
Engagement Method

The event took the form of a short presentation by Louise Rendle CEO WSUN. This was followed by round table discussions facilitated by WSUN's outreach workers.

Attendance

31 People who use Health and Social Care services attended. Two enablers were provided for support with personal care.





Participants often expressed their opinions in very clear terms, and these statements appear throughout this report in **bold blue text**.

Participants were asked the following questions based on the on-line consultation document -

1. Have you been given an opportunity to comment on services you receive?
2. In what ways have you been able to give your views about services you receive?
3. If No (Question 1) Would you like the opportunity from time to time to comment?
4. If you wanted to give feedback, what ways would you find the easiest?
5. What kind of support do you need to be able to give your views?
6. There are organisations that help people get involved and give their views. Which ones have you received support from in the last two years?
7. Thinking about those organisations who have helped you feed in your views, what are the most important aspects of their work?
 - Making sure the voice of service users is heard
 - Improving local services on offer
 - Getting better information and advice
 - Enabling people with similar experiences to meet together
 - Meeting and making friends and a chance to socialise
 - Making a difference to the local community
 - Other

8. If there is one thing you would like to change about how you can feed in your views (make your views known), what would it be?

In addition, participants were asked;

Thinking about WSUN specifically, what do you find valuable about being part of the membership?

Is there anything that could be improved?

What people said

1. Have you been given an opportunity to comment on services you receive?

75% of people answered that 'yes' they had been given an opportunity, whilst 20% answered 'no' and 5% were unsure.

2. In what ways have you been able to give your views about services you receive?

4 out of 5 tables said that they had completed questionnaires or surveys, in paper format (3 tables) or on-line (2 tables)– although people commented that they did not like the format of questionnaires as they were '**tick box exercises, that can be very leading**' '**with no opportunity to expand on my answers**' Some people commented that they did not have access to the internet or did not know how to use it.

In total 3 tables spoke about attending consultation and information events;

- 25th birthday wellbeing event (WSUN) x2 tables
- World Café event (Mental health needs assessment) in Trowbridge (facilitated by WSUN) x2 tables
- Fire service Wellbeing events

2 tables specifically mentioned using feedback forms at these events.

Peer Support Groups were also popular for feeding back;

- Our Time to Talk meeting (WSUN) x3 tables
- Amesbury Mental Health Group
- Memory Groups (WSUN)
- Local Mind groups

People sat on partnership boards and reference groups or were part of a specific group;

- Safeguarding Reference Group meeting (facilitated by WSUN)
- Autism forum (facilitated by WSUN)
- Community Care Forum
- Management Committee (WSUN) x 2 tables
- Customer Reference Group (WSUN) (Sheltered Housing) x2tables

Other ways in which participants had been engaged;

- Talking to Councillors
- As a member of an interview panel and tender
- Area Board x2 tables
- Patient participation Groups at GP surgeries
- Care providers linked to Housing support schemes
- Telephone interviews Re: H2L@H

3. If No (Question 1) Would you like the opportunity from time to time to comment?

The majority of people felt they would like to be able to comment on services.

4. If you wanted to give feedback, what ways would you find the easiest?

All 5 tables felt that group consultation, was the best way of being able to comment in a meaningful way. ***'Meetings like this are very good'***

Small focus groups were also popular especially if people were being consulted on a particular issue or topic.

Another service user would find it easier if it was 1:1 at home, as they struggle to get to meetings due to their long term condition and others said unless transport was provided they would not be able to get to meetings.

'Transport is an essential part for me, if you want me to be involved'

Two tables felt that face to face was the best method, ***'that way you are able to give more detail, get more information'*** and it was felt that feedback could be more ***'off the record'*** ***'independent'***. This worked well either at a consultation event or for structured interviews on a one to one basis.

Although some people spoke about postal or on-line questionnaires, the point was made again, that it was a ***'tick box exercise'***. Service users also expressed the opinion that they felt that the people who designed the questionnaires, always seemed to assume that the public knew what they were talking about. ***'No jargon please'*** and again repeated that you couldn't add your own thoughts to tick boxes.

Participants discussed using websites/internet to feedback, although this was the most unpopular choice for many of the people (over 50% of those attending) due to lack of access & understanding, as well as the fact that ***'you do not get a***

response'. Service users asked if there was any way you could see how many other people had responded and what they were saying. **'how do I know I am being listened to'**

2 people mentioned social media, although many service users expressed they did not use social media or were uncomfortable using it.

2 tables liked telephone interviews but only if they knew who the caller was. **'No cold callers'**.

5. What kind of support do you need to be able to give your views?

People expressed the support they needed to attend a meeting, focus group or consultation included;

- Transport to events- 4 tables
- An enabler provided at the meeting to support with personal care and helping people to feel comfortable in their surroundings – 4 tables
- Accessible venues – 2 tables
- Timing of meetings; early mornings or later in the day, evenings are difficult for some people due to care packages and tiredness levels. Also accessible taxis are not available around school times.
- Plenty of notice in order that they can alert carers or family
- Skilled facilitators, to ensure that some people do not dominate and to support those people who are less confident.
- Clear speakers who don't use jargon.

- One table discussed that it was important that the attitudes of those involved in supporting people to give their views must facilitate and enable them. Also important was a long term relationship which helped **'foster trust and confidence'** and **'a personal touch and understanding about my condition'**

Other areas that people felt were important were;

- Help to understand questions and the background behind the consultation or issue - 3 tables
- Help with form filling / help to write my feedback – 2 tables
- Easy to understand/ read information, with no jargon or 'Council speak' and help to interpret questions and language

6. There are organisations that help people get involved and give their views. Which ones have you received support from in the last two years?

WSUN including the Autism Forum - 27 people
Wiltshire Council including Area Boards - 5 people
Healthwatch - 1 person
Wiltshire CIL - 1 person

Others:

Patient Participation Group at GP's - 5 people
Age UK - 3 people
Housing providers - 2 people
Condition Specific Groups - 2 people
Wiltshire Mind - 1 person
Swan Advocacy - 1 person
Great Western Hospital Trust - 1 person
Wiltshire Carers - 1 person
Director of complaints RUH - 1 person

WSUN acknowledges that as this consultation / forum was arranged by WSUN, everyone who came were members or known to us. Therefore, we would expect a high response rate to question 6. However, people also commented that on the questionnaire there was no opportunity to say the frequency of contact with different organisations. For example, you may have been in contact with WSUN on 5 occasions and with another organisation once.

7. Thinking about those organisations who have helped you feed in your views, what are the most important aspects of their work? (Choose 3 of the following)

- **Making sure the voice of service users is heard**
- **Improving local services on offer**
- **Getting better information and advice**
- **Enabling people with similar experiences to meet together**
- **Meeting and making friends and a chance to socialise**
- **Making a difference to the local community**
- **Other**

All service users on all tables agreed that 'Making sure the voice of service users is heard' was the most important aspect.

4 out of the 5 tables felt that 'Getting better information and advice' was important.

4 out of the 5 tables felt that 'Making a difference to the local community' was important.

2 tables felt that 'Improving local services on offer' was one of the top three.

However, it must be noted that some people said that 'making a difference to the local community' and 'improving local services on offer' should be combined as one should follow the other.

8. If there is one thing you would like to change about how you can feed in your views (make your views known), what would it be?

All tables said they wanted feedback from the Council and the CCG. ***'feedback on our feedback' 'What are the outcomes following our involvement?' 'You said, we did!' 'A circle of change, if something doesn't change, why not?' 'A quick turnaround / response or even an acknowledgement'***

'Only ask us for our views if it's a genuine request'

'Real time surveys that show me how other people are responding'

'Change Area Board meetings so there is more input from the public'

'Regular local area groups to talk about local issues'

'More choice about ways to respond, not just on the website'

'We assume everyone can read and write!'

'Make us equal partners in the process'

'No jargon'



Thinking about WSUN specifically, what do you find valuable about being part of the membership?

'A big advantage is their meetings and the transport being organised for us'

'WSUN is independent and can provide an independent voice for the most vulnerable service users'

'You know they are going to be there next month; they are consistently reliable'

'The knowledge and experience of WSUN is helpful'

'An independent, non-biased approach'

'WSUN enables people especially those with complex needs to feel comfortable and give their views'

'Very important that we are part of a membership organisation'

'Enables us to have information and therefore make informed choices'

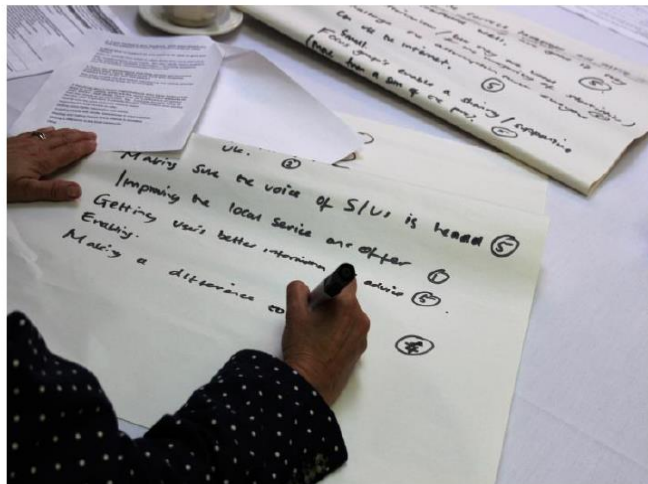
'WSUN listens and we do not feel intimidated'

'WSUN is the whole package, invites, informs, facilitates, brings people together, has an open atmosphere, everyone welcomed and supported and above all people are treated equally'

Is there anything that could be improved?

'More people should know about us (WSUN), members are the best people to do this!'

'WSUN needs to raise its profile, so more people can benefit'



Contact Information

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Wiltshire Council

Cabinet

7 November 2017

Subject: Adult Social Care Transformation Programme

Cabinet member: Cllr Jeremy Wickham
Cabinet member for Adult Social Care, Public Protection and Public Health

Key Decision: No

Executive Summary

National Context

In September 2016, the Kings Fund and Nuffield Trust published some key challenges facing policy makers in adult social care:

- Doing more for less
- A different offer (being honest with the public about what it can expect)
- Long term reform¹

The findings indicated that:

- Social care for older people is under massive pressure; increasing numbers of people are not receiving the help they need, which in turn puts a strain on carers.
- Access to care depends increasingly on what people can afford – and where they live – rather than on what they need.
- Under-investment in primary and community NHS services is undermining the policy objective of keeping people independent and out of residential care.
- The Care Act 2014 has created new demands and expectations but funding has not kept pace. Local authorities have little room to make further savings, and most will soon be unable to meet basic statutory duties.

All Local Authorities are grappling with the challenges of delivering high quality services for vulnerable people within this climate. However, there is national evidence of what good looks like and Wiltshire has utilised this evidence, for example, 'How to Make the Best Use of Reducing Resources (ADASS, 2013)' and the 'Adult Social Care Risk Awareness Tool' (LGA, 2017) to inform its transformation programme. In addition, learning from the conference

¹ Kings Fund, (2016), 'Social Care for Older People - Home Truths', London, pg. 5.

'Reforming adult social care – is it just about the money?' organised by the Kings Fund on June 2017 has helped inform the programme of transformation.

In February 2017, the Local Government Association (LGA) undertook a Peer Review in Wiltshire, focusing on commissioning within Adult Social Care. The feedback from this review, coupled with an internal diagnostic, identified several areas for improvement and subsequently also informs this transformation programme.

The Adult Social Care Transformation programme was established in June 2017 to transform the Adult Social Care services within Wiltshire and work towards integration with our partners, specifically health to manage demand more effectively. The Programme is governed by the ASC Transformation board who report to Cabinet and JCB.

The report provides an update on progress to date on the programme activities relating to the Front Door programme, specifically the Front Door operating model and the Adults Multi Agency Safeguarding Hub (MASH) and safeguarding team

Proposal(s)

Cabinet is asked to note the progress of the ASC Transformation Programme in respect of Front Door and MASH projects

Recommendation

To note the progress and receive further updates as the programme progresses

**Alison Elliott
Interim Corporate Director**

Subject: **Adult Social Care Transformation programme**

Cabinet member: Cllr Jeremy Wickham – Cabinet member for Adult Social Care, Public Protection and Public Health

Key Decision: **No**

Purpose of Report

1. The purpose of this report is to present an update on the progress of the ASC Transformation programme to date, specifically the projects within the Front Door programme of works i.e. MASH and Safeguarding and the Front Door Operating model

Relevance to the Council's Business Plan

2. The principles of the Council's Business Plan and fundamental to the ASC Transformation programme, including:

Strong Communities
• Community Wellbeing
• Personal Wellbeing
Protecting the Vulnerable
• Early Intervention (prevention)
• Joined up Health and Care (integration)
• Empowering and safeguarding families and individuals

Background

3. Wiltshire faces major demographic changes affecting employment and service delivery at a time of increasing financial austerity. An increase nationally and locally in the number of older people with their associated health and social care needs will not only increase the demand for services but also impact on the labour market required to support delivery. There is a critical need to transform the way in which we manage our services to continue to be able to meet the future demand effectively.
4. The Council's net budget for Adult Social Care Services and supporting functions in 2017-18 is £136.7m. This includes approximately £10.4m

contribution from the Better Care Fund and in 2017-18 £5.8m has been raised through the social care levy. Central government funding for the Council is expected to reduce by a further £18m by April 2020 and the ability to raise the social care levy will also cease at that time. The Council's medium term financial plan estimates that demand for Adult Social Care services will increase by £6m over the same period.

5. The ASC Transformation programme was established in June 2017 and a new ASC Transformation Board was established to provide governance of the programme.
6. In the June 2017, the Programme Initiation Document (PID) was presented to the board and approved. The PID identified a programme of works within a governance structure to support delivery against five key objectives:
 - I. To manage demand more effectively including prevention and be financially sustainable
 - II. To ensure all services are structured efficiently and effectively across the whole system.
 - III. To ensure Wiltshire has a robust and effective workforce to meet the needs of our customers now and into the future.
 - IV. To work more efficiently and effectively with our partners utilising integrated systems and technology
 - V. Target cost efficiencies of 10% off the base of the spend on Adult Social Care services to enable service to be maintained at the predicated increase in demand for services rate of 5% per annum
7. This was circulated to colleagues within the Joint Commissioning Board and well received and supported by all partners
8. The programme of work approved by the ASC Transformation Board will focus on providing:
 - A one stop approach for the public to access information and guidance on social care services and provision including access to an e market solution for our customers via an enhanced "Front Door". This compliments existing Voluntary Sector information advice and guidance services.
 - This is aimed at reducing the demand for those who are not in need of local authority intervention whilst supplying them with the information and advice to support them retaining their independence through choice longer.
 - The establishment of a Reablement Service providing services and integration with our partners to ensure our customers receive the right support, in the right place, by the right people at the right time to maximise their independence focusing on outcome based goals.
 - A review and redesign of our commissioning and procurement of services approach and engagement with the voluntary sector to ensure a strategically managed diverse and sustainable market is available to meet the demand.
 - Remodelling of our adult safeguarding provision to ensure that those who are most vulnerable in our society are identified promptly and the processes and procedures to support them are run

efficiently and effectively to provide the best outcome for the individual.

- Align Wiltshire Council services with our partners in health and our local communities to identify opportunities to integrate services to become proactive in prevention of demand for adult social care service. Implementing a performance management framework to enable us to manage our services more efficiently and effectively.
9. At this stage the impact on staff of this programme of work is unclear. However, there are no plans to reduce the headcount because of any changes that may be required to structures and job roles a result of this. The council has in place robust policies and procedures to support changes to service structures and job roles, and this includes consultation with staff and trade unions on any proposals that may affect these. Staff are being kept informed via regular communications about the transformation programme and the progress being made.
10. In the options analysis stage of the programme and/or projects it is recognised and acknowledged that the data and information is of a sensitive nature and therefore has been classified as confidential at this stage until formal decisions on preferred options are agreed.

Overview & Scrutiny Engagement

11. Overview and Scrutiny have received a high-level briefing on the ASC Transformation Programme. An update on the programme will be presented to the Health Select Committee following this cabinet. Cllr Christine Crisp, Chairman of the Health Select Committee, sits on the Adult Social Care Transformation Board as an Overview and Scrutiny Councillor representative.

Safeguarding Implications

12. The establishment of an Adults Multi Agency Safeguarding Hub (MASH) will provide a consistent approach to safeguarding across Adults and Children within Wiltshire providing a person-centred, multi-agency approach to investigating any suspected incidents of abuse and neglect and to changing outcomes.

Public Health Implications

13. There are no public health implications arising from this paper at this stage.

Procurement Implications

14. There are no procurement implications from this paper at this stage.

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

15. A full Equalities Impact Assessment for the ASC programme has been produced and is currently being consulted on internally and will be presented to the ASC Transformation Board in December 2017

Environmental and Climate Change Considerations

16. There are no environmental and climate change considerations because of this paper.

Risk Assessment

17. Risks that may arise if the Front Door and MASH projects that are part of the wider ASC Transformation Programme are not undertaken are: -
 - a) The Front Door within Wiltshire will continue to offer a diluted service that does not manage the demand and is inefficient and does not support our residents as effectively as it could to remain independent.
 - b) The lack of demand management will continue to put preventable pressure on services throughout adult social care within Wiltshire which in turn will continue to increase costs.
 - c) The impact of failure to reduce demand will be cascaded through the health and social care system, impacting on an already fragile care market with a resulting negative impacting on our delayed discharges of care.

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

18. Failure to change the culture of the staff within the Front Door model will fail to reduce the demand through the customer journey within the organisation resulting in continued increase in demand and associated costs. This is mitigated by a full and comprehensive development of a workforce development strategy and plan together with a performance management Framework to support the training and development of staff moving forward.
19. Failure to accommodate the MASH and Front Door Teams together could impact on the ability to manage the demand through the customer journey within the organisation resulting in continued increase in demand and associated costs. This is mitigated by liaising with the Facilities Management team to ensure that this can be achieved.

Financial Implications

20. The ASC Transformation Programme design, implementation and delivery is supported by the Improved Better Care Fund.

21. Work on assessing the financial impact of the different work streams is ongoing
22. The financial impact of the proposed models for the Front Door and Safeguarding work streams will be cost neutral. As stated in paragraph 9 of this report, at this stage the impact on staff of this programme of work is unclear. However, there are no plans to reduce the headcount because of any changes that may be required to structures and job roles because of this.
23. It is acknowledged that there will be net financial benefits of establishing a Reablement Service, Commissioning and Procurement Review and aligning more closely with Health and Local Communities and work is ongoing to refine the financial models. These will be reported on in future updates.

Legal Implications

24. There are no legal implications arising from this paper. The Programme Team are engaged with Legal to identify any potential legal implications that may arise within other areas of the programme in the future.

Options Considered

25. Front Door

During 2016/ 17 the Council's Commissioning team and Systems thinking teams undertook extensive research and analysis into the requirements for the Front Door. The analysis included engagement with the Voluntary Sector and users feedback and identified a need to enhance both the information and the effectiveness of the existing Front Door which was regarded as difficult to utilise, unreliable and lacked information by some.

The demand analysis identified who was utilising the Front Door and provided a detailed insight into the amount of preventable demand that could be managed more effectively with an enhanced Front Door and made recommendations for change. This informed these operating model's business cases that were presented to the ASC Transformation Board in September 2017.

The ASC Transformation Board is working alongside the Council's Digital Strategy Board to determine a suitable digital application to cater for the Front Door. In addition, the existing Case Management System 'Care First' is ending its supported life and an alternative CMS will need to be procured. This will be subject of a separate business case.

For the Front Door operating model there were 4 options considered: -

- Option 1** - Commissioned Front Door providing an out of house service. It was felt that ownership of the priority to manage demand would not be delivered through a commissioned service.
- Option 2** - Community based solution utilising existing voluntary sector providers to manage the front door. Again, it was felt that ownership of the priority to manage demand would not be delivered though this model effectively
- Option 3** - Wiltshire Council Front Door with all Information Advice and Guidance provision provided in house and incorporated into the customer's journey through the adult care system providing both a continuity of approach and the opportunity to manage demand at the Front Door more effectively.
- Option 4** - Do nothing – considered an unviable option acknowledging the outcomes of the demand management key findings.

26. **MASH and safeguarding**

In June 2017, an options paper was presented to the ASC Transformation Board outlining the options being considered for the Safeguarding Adults Team within Wiltshire. This paper identified a requirement to adopt a recognised best practice MASH model to further enhance our safeguarding services supporting vulnerable adults within Wiltshire.

The paper recognised extensive research conducted by the Systems Thinking Team that analysed the demand for safeguarding, the key findings of which identified that only 17% per cent (763) of the 4,524 referrals passed to adult social care for triage in 2016 progressed to the Early stage of investigation under section 42. Of these, approximately 461 (10% of the original volume of 4,524) progressed to Adult Protection Investigation (API) stage.

Those referrals assessed as not meeting safeguarding criteria are signposted to more appropriate services and external agencies but they take up a considerable amount of time and resource to get to this stage. Co-location would be beneficial to redirecting safeguarding referrals at the appropriate stage to the right resource.

The paper outlined 3 options as detailed below.

- Option 1** – Do nothing
- Option 2** – Central model - full centralisation of all safeguarding and investigation services with a multi -agency approach including a MASH
- Option 3** – Partial centralisation of safeguarding and investigation services with a multi-agency approach including a MASH co-located with the Council's Front Door – with support from operational teams at later stages of the investigation

Conclusions

27. The ASC Transformation Board approved the following;
Front Door operating model – Option 3
MASH and Safeguarding – Option 3.
28. It is the intention that further business cases will be brought to the ASC Transformation Board for approval on other models to support delivery against the objectives of the programme and once these are completed full staff consultation for the whole of ASC within scope will be conducted.
29. ASC projects that may require cabinet approval will be scheduled in due course, alongside further updates on the progress of the programme.
30. Procurement and Commissioning strategies will align to support the requirements of the models adopted.

Proposal

31. Cabinet is asked to note the progress of the ASC Transformation Programme in respect of Front Door and MASH projects

Recommendation

32. Cabinet are asked to note the progress and receive further updates as the programme progresses

Alison Elliott – Interim Corporate Director

Report Author: Christine Lamb, Programme Office

Date of report: 23.10.17

Background Papers

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

ASC Programme PID
Front Door operating model Business Case
MASH and Safeguarding Business Case

Appendices

None

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Wiltshire Council

Cabinet

7 November 2017

Subject: Asset and Service Devolution and Community Asset Transfer Policy

Cabinet Member: Cllr Philip Whitehead, Cabinet Member for Finance

Key Decision: Yes

Executive Summary

The refreshed Service Devolution and Asset Transfer Policy will enable the Council to consider the transfer of packages of services and assets to town and parish councils

This report seeks an endorsement of the policy framework and process to facilitate such package transfers, noting that in doing so it will not affect the current process for individual Community Asset Transfers to community groups as facilitated through Community Area Boards.

Proposal

Cabinet is recommended to:

1. Endorse the Service Devolution and Asset Transfer Policy and principals as set out in this report for the transfer of appropriate packages of services and related assets to Town and Parish Councils.

Reason for Proposal

Following the completion of a substantial package of services and assets to Salisbury City Council, a revised approach is being proposed to streamline the process, reduce the cost, time and resources required to facilitate future package transfers of services and related assets

Dr Carlton Brand, Corporate Director

Wiltshire Council**Cabinet****7 November 2017**

Subject: Asset and Service Devolution and Community Asset Transfer Policy**Cabinet Member: Cllr Philip Whitehead, Cabinet Member for Finance****Key Decision: Yes**

Purpose of Report

1. To seek Cabinet's endorsement of the draft policy and principals (annex A) for the transfer of appropriate packages of services and related assets to Town and Parish Councils.

Vision

2. Wiltshire Council is committed to continuing to improve and enhance the outcomes of people's lives and businesses in Wiltshire working closely with its communities and partners. The council's business plan 2017 – 2027 emphasises the desire for communities and residents in Wiltshire to continue to feel they can take responsibility for their well-being, have positive relationships with each other to get involved and influence and shape their own communities
3. This draft policy supports this commitment encouraging local town and parish councils to take responsibility for their well-being, build positive relationships and to get involved, influence and act on what's best for their own communities. It sets out a framework to enable the devolvement of those services and assets best placed to be delivered by local communities at the Town Council level.
4. The council recognises that the devolution of assets and services to local communities, town and parish councils makes a significant contribution towards enabling them to be stronger, more resilient and sustainable. Experience gained from a number of asset and service transfers completed to date, has shown that the development of this policy presents significant opportunities to create stronger, more cohesive and sustainable communities. It enhances the role of town and parish councils; enables the use of buildings to be enhanced with the ability to modify them to embrace local needs; the ability to source and secure additional resources from sources not available to Wiltshire Council to do so as well as the ability to deliver and modify services to match the needs and expectations of local communities.

Background

5. This draft policy builds on relevant policies developed over the last 5 years. It also recognizes and considers significant legislative requirements and supports central governments commitments to devolve assets and services to local community groups.
6. The objectives for the council in reviewing this policy are to:
 - Enable Town and Parish councils to be stronger, more resilient and sustainable, providing the opportunity for buildings to be enhanced with the ability to modify them to embrace local needs; the ability to source and secure additional resources from sources not available to Wiltshire Council as well as the ability to deliver and modify services to match the needs and expectations of local communities. (i.e. markets; grounds maintenance; grass cutting; play areas, parks and open spaces)
 - Agree a package of services and assets that is agreeable to both parties

Main Considerations for the Council

7. The intention is to identify a single block of services and assets for our main town councils, thereafter to be followed by smaller packages for our parish councils
8. The types and nature of assets and or services that will transfer are set out in the policy. The Transfer of property assets are likely to be associated with transfers of services, where agreed between the parties. Assets that are unlikely to be considered for devolution are:

Assets held for investment purposes - both assets that generate an immediate income to Wiltshire Council and those held for future capital realisations
Assets of a rural nature - given Wiltshire Council's roles as a small holdings authority
Assets held with Wiltshire Council's Housing Revenue Account (HRA) - utilised to deliver the statutory housing functions
Vacant land or buildings that can generate a capital receipt in excess of de-minimus level for capital accounting purposes - with capital receipts required to fund the capital programme of Wiltshire Council
Land held for future development of Wiltshire Council or partner schemes - as it would not be financially prudent to devolve the land and be required to repurchase in the future
Education and statutory early years premises - due to Wiltshire Council's roles as a Local Authority for education purposes
Car parks defined by Wiltshire Council for retention under the 2015 Parking Review or any subsequent reviews
Land held or adopted as public highway - due to Wiltshire Council's role as Highway Authority

9. When considering the freehold transfer of the asset, the decision-making process should include a statement qualifying the economic, social or environmental well-being generated from the disposal. This should be

quantified as much as possible to ensure that the *General Consents Order* requirements have been met. In circumstances where services are being delegated, the value of the service will be offset against the value of the assets.

10. The transfer will not normally include a provision to offer the asset back to Wiltshire Council **if it is no longer needed for community use** (“the reverter”) unless there are compelling legal reasons for doing so.

If the transfer needs to contain the reverter in the circumstances referred to above, Wiltshire Council will not be under any obligation in the transfer to accept the asset back. However, Wiltshire Council will need to assess at the time if there are still wider legal issues that mean Wiltshire Council should take the land back. If Wiltshire Council decides to take the asset back it will be under no obligation to continue to use it for community purposes, furthermore if Wiltshire Council disposes of the asset at a future date there will be no requirement to split the capital receipt with the Town or Parish Council.

11. The transfer will include a provision whereby should town and parish councils dispose of those assets for non-community uses, a 50% split of the capital receipt will be payable to Wiltshire Council.

12. Should any land or building that would not normally be devolved, as set out in the draft policy, be requested by a town or parish council and the devolution considered acceptable to Wiltshire Council, an exception report will be produced for Wiltshire Council’s Cabinet setting out the reasons for the transfer. The report should include considerations of an economic, social or environmental well-being nature.

Open Space Land

13. A local authority has a statutory duty to advertise its intention to dispose of open space land in a local newspaper for two consecutive weeks and to consider objections. This should be done before any final decision is taken on the disposal, so that proper consideration is given to the responses that are received. This process will need to be factored into the transfer programme for each town and parish council.

Service Delegation

14. There are many types of land maintained by the council which cannot or should not have the ownership transferred to the local community, but the service on them could be delegated. The reasons for which are set out in the policy. In these cases a **service delegation** on those areas will allow the local community to set the standard and deliver the Amenity Maintenance Services within their defined boundary.
15. It should be noted thought that whilst the service delegation will facilitate the quick hand over of the delivery of the service by the town or parish council it will not resolve legal issues, such as:

- a. any historic land issues, for example, outstanding land transfers to the former districts (now Wiltshire Council as statutory successor). Therefore, access to the land for maintenance will be at the risk of the town and parish council (they will not have any legal property interest in the land in question) with Wiltshire Council providing as much information as it has available in respect of any such historic issues.

Depending on requirements of the parties, Wiltshire Council can then work with the town and parish councils to resolve any such issues.

- b. entering into this type of agreement without the obligation to transfer would mean that the town or parish council would have a right to terminate if they for whatever reason chose to step away (we would be unlikely to be able to enforce an indefinite contractual obligation). If such termination was exercised then there is a real risk that the maintenance obligations and attendant costs would fall back to Wiltshire Council and we may be obliged to honour these due to public expectations. This would defeat one of the purposes of the transfer. However, in such cases there is a possibility that the council would only commit to undertake the minimum statutory level of provision
 - c. Land ownership responsibilities remain with the Council. Therefore, even though the town or parish council will have taken over management responsibilities for the land Wiltshire Council will remain the registered owner at the Land Registry and could still be liable for any injury/damage caused by a failure to maintain the land.
 - d. Over time the underlying status of ownership becomes blurred and when some legal requirement needs to be exercised there could be confusion and/or dispute. The ambiguity over ownership could lead to significant officer/member time at a future date if a dispute arises.
16. The delegation of the services will not affect any rights Wiltshire Council may have to dispose of, transfer, assign, lease or otherwise deal with its amenity land in its capacity as freehold owner.
 17. Following the date of transfer of service responsibility this council would not be responsible for delivering any of the services listed in appendix 3 and 4 of the policy. The town or parish council will perform the services within the boundary indefinitely on and from the transfer date to the minimum standards required by any relevant legislation.
 18. The decision thereafter on enhancement to the legal minimum standard of provision of services will be delegated to the relevant town or parish council.
 19. The town or parish council would take responsibility for all consequences: financial, contractual, safety or otherwise for the services delivered and the management of the amenity asset and their services provided on the highway.
 20. In applying the Service Devolution & Asset Transfer Policy it is anticipated that there may be instances where transactions be classified as a *Disposal at less*

than best consideration, as market value of the individual asset or package of assets will not be obtained by Wiltshire Council. These will need to be considered on a case by case basis.

21. Funding of delegated services

- a. Wiltshire Council will offer no staged payments to town and parish council on the transfer of the services, with the recipients being responsible for ensuring that revenue budget is available to fund the services.
- b. To support the revenue costs associated with the services, Wiltshire Council will consider the freehold transfer of assets of social value to town and parish councils, being those assets that deliver a community function by a third party.

Resources

22. The resources required to deliver a structured programme of Service Devolution and Asset Transfers will be assessed once the policy and approach has been considered by cabinet and a draft programme of package transfers has been developed.

Overview and Scrutiny Engagement

23. A rapid scrutiny task group has been scheduled for 2 November to consider the draft policy and will report direct to Cabinet on its views.

Safeguarding Implications

24. None

Public Health Implications

25. None

Procurement Implications

26. None

Equalities Impact of the Proposal

27. None

Environmental and Climate Change Considerations

28. None

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

29. Whilst there is a clear intention in favour of transfer of assets to provide local community services in appropriate cases, the Council should consider its statutory and financial obligations as part of any such arrangements.

30. When considering the transfer of assets and land the council will need to consider the effects on other strategic plans.
31. Staffing capacity within this Programme has always been challenging and will need to be considered once the cabinet has considered the draft policy and a draft programme of package transfers has been developed.
32. There may be inequality or perception of inequality and transparency across Wiltshire with varying levels of service being delivered and in some areas local precepts being increased to pay for the additional services in those areas where others have not been increased.
33. Service delegation to town and parish councils without the obligation to transfer would mean that they would have a right to terminate if they for whatever reason chose to step away. If such termination was exercised then there is a real risk that the maintenance obligations and attendant costs would fall back to Wiltshire Council. In such cases there is a possibility that the council would only commit to undertake the minimum statutory level of provision.

Financial Implications

34. The proposals brought forward under this policy will be assessed on individual merits, with the focus being on a reduced level of expenditure to enable savings within the Council's overall financial strategy. If this is not demonstrated then the options will not be able to progress without identifiable alternative funding. Financial assessment and risk will thus form part of all future decision making on individual reviews.
35. Should the freehold of an asset be transferred to a town or parish council, any financial liabilities or obligations will transfer with the building, this includes any grant agreement for funding.
36. In the case of any grant agreements for funding, Legal Services will need to ensure that the original purpose of the funding is continued by the town or parish council with an obligation contained in the legal documentation. In addition, Legal Services will need to ensure that the disposal does not trigger any clawback of the fund (or a proportion of the fund) from the grantor. The position will need to be considered by Legal Services on a case by case basis.

Legal Implications

37. The ownership is unclear on much of the land that is maintained by Wiltshire Council leading to the potential of legal complexities that need to be addressed before the freehold can be transferred
38. **Section 123 Local Government Act 1972**
 - 38.1 Wiltshire Council cannot dispose of its land for a consideration less than the best that can be reasonably obtained in the market, except with the express consent of the Secretary of State.

The power for the Secretary of State to give a general consent for the purpose of land disposals by local authorities is set out in *section 128(1)* of the LGA 1972. Specific consent is not required for the disposal of any interest in land that the authority considers will help it to **secure the promotion or improvement of the economic, social or environmental well-being of its area.**

- 38.2 The model community asset freehold and leasehold documentation is drafted on the basis that the use of the property will continue for the benefit of the local community.
- 38.3 Disposal at less than best consideration is always subject to the condition that the undervalue does not exceed £2 million. Therefore, all proposed transactions where the aggregate of "undervalue" exceeds the £2 million threshold will require the specific consent of the Secretary of State.

Wiltshire Council should obtain the view of a professionally qualified valuer as to the likely amount of the undervalue applicable to each transfer package.

- 38.4 When considering the freehold transfer of the asset, the decision-making process should include a statement qualifying the economic, social or environmental well-being generated from the disposal. This should be quantified as much as possible to ensure that the *General Consents Order* requirements have been met.

39. State Aid

European State aid law is intended to avoid state aided subsidies which could distort competition and affect trade between member states. State aid law can potentially apply to town and parish councils and third sector organisations when they receive community assets and/or financial contributions from Wiltshire Council towards the cost of delivering delegated services. State aid is unlikely to be present where the recipient is engaged in carrying out not for profit activities to meet local community need. However, the use of each individual asset or financial contribution must be considered, and Legal Services must be engaged to advise Wiltshire Council on the State aid implications for each transfer package.

If State aid has been granted without European Commission approval (either through a separate notification or by following the terms of the relevant exemption), this would be illegal State aid. The European Commission can order the recipient to return the illegal State aid to Wiltshire Council. The recipient would be forced to return any assets and repay the value of the aid itself, plus interest from the date of the aid to the date of repayment.

Even where there is no illegal State aid in favour of the recipient, care needs to be taken to avoid accidental leakage of aid in the future when the recipient itself deals with the asset or funding. For instance, care needs to be taken by the recipient to avoid giving a third party a competitive advantage by

letting a community asset at below market rate, and an EU compliant procurement process must be followed by the recipient when engaging any third party to carry out delegated services. There are clauses in the template legal documentation between Wiltshire Council and the recipient to deal with this.

40. Transfer of employees:

There are two different types of transfer of employees under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) – Service Provision Change or a Transfer of Whole or Part of an Undertaking.

It will be necessary to consider the application or otherwise of TUPE having regard to the particular circumstances of the case and whether for example redundancy costs may be payable in the event that TUPE doesn't apply. These costs will need to be identified and form part of the financial analysis of the proposed service devolution.

Where the Council is currently delivering services to Town or Parish Councils which will then be delivered by the Town or Parish Council under a service delegation, any staff employed by Wiltshire Council to deliver these services are likely to transfer from the employment of the Council to the Town or Parish Council under TUPE. This is subject to the requirement that the staff are wholly or mainly assigned to the delivery of the services.

If there are services currently being provided to Town and Parish Councils under a contractual arrangement between the Council and a service provider, there will be no transfer of the service provider's staff to the Town or Parish Council or the Council. This is because the service delegation will result in a change of client which means that TUPE will not apply to transfer the service provider's employees to the Town Council, Parish Council or the Council. However the change of client will also terminate the contractual arrangements between the Council and the service provider. Thus there is a risk that termination costs would be payable by the council to the service provider. This risk may be managed by the Parties entering into a Deed of Novation.

If the ownership of an asset is being transferred e.g an open space which the Council currently provides service to, then under TUPE there will be a transfer of the employment of the Employees who are employed by the Council but only if the employees are wholly or mainly assigned to providing services to the asset being transferred.

However if the council has contracted with a Service Provider to provide the same services to the asset then TUPE will not apply to transfer the employment of staff of the service provider to the Town or Parish Council. This is because the service provider's staff are not employed by the owner (i.e the Council) of the asset being transferred. Again there may be risk of termination costs as highlighted above.

If there are Council employees whose employment transfers to a Town or Parish Council then HR should be involved at an early stage to ensure that

the proper processes required by TUPE are observed.

Options Considered

38. Following many lessons learnt undertaking the Salisbury Community Asset Transfer, a revised approach has been developed to improve the speed and clarity with which packages to Town and Parish Councils can be transferred

Conclusions

39. This paper proposes a revised approach to service devolution and asset transfers that are intended to improve the speed and clarity with which packages to Town and Parish Councils can be transferred

40. The implications of implementing these changes are considered to be necessary to provide the most beneficial outcome for both the Council and local Communities.

Robin Townsend (Director - Corporate Services and Digital)

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Appendices

Draft Policy

Background Papers

None

Service Devolution and Asset Transfer Policy



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

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Policy Cover Information

Policy number		Version number	0.12	Status	Draft
Implementation lead	Corporate Services			Implementation date	October 2017
Policy approved by				Date approved	
Next review date	April 2020				

Policy Control Sheet

Policy title	Service Devolution and Asset Transfer Policy
Purpose of policy	To provide governance and clarity to how Wiltshire Council manages asset and service devolution to Town and Parish Councils
Policy author(s)	Ian Brown, Head of Environment Services Adrian Hampton, Head of Local Highways Leanne Sykes, Head of Finance Operations Mike Dawson, Strategic Asset Manager Jo Madeley, Property and Planning Legal Team Leader Lauren Ashdown, Business Analyst
Lead Director	Dr Carlton Brand Corporate Director
Target audience	Frontline staff, Town and Parish Council Clerks and members of the public
This policy supersedes	Community Asset Transfer (2009 and updated 2011)
This policy should be read alongside	
Related Procedures	
Monitoring and review lead	Corporate Services
First year review date	April 2020
Subsequent review date	April 2022
Internet link	

1. Introduction

Wiltshire is a thriving and innovative County that continues to build on its tradition to enable its residents to live healthy lives in strong, prosperous communities. Over the last decade the Council, with its partners, has improved the outcomes of people's lives and businesses in Wiltshire.

Wiltshire Council is committed to continuing to improve and enhance the outcomes of people's lives and businesses in Wiltshire working closely with our communities and partners;

The council's business plan 2017 – 2027 emphasises the desire for communities and residents in Wiltshire to continue to feel they can take responsibility for their well-being, have positive relationships with each other to get involved and influence and shape their own communities.

The council recognises that the devolution of assets and services to local communities, town and parish councils makes a significant contribution to enabling them to be stronger, more resilient and sustainable. Experience gained from a number of asset and service transfers completed to date, has shown that the development of this policy presents significant opportunities to create stronger, more cohesive and sustainable communities. It enhances the role of town and parish councils; enables the use of buildings to be enhanced with the ability to modify them to embrace local needs; the ability to source and secure additional resources from sources not available to Wiltshire Council to do so as well as the ability to deliver and modify services to match the needs and expectations of local communities.

This document aims to set out the council's policy for service devolution and asset transfers on the form of packages to Town and Parish councils. All single asset transfers to community groups as facilitated by Community Area Boards will continue to be managed by the approved Community Asset Transfer Policy July 2011.

2. Background

- 2.1. Wiltshire Council will promote and facilitate the devolution of appropriate services and transfer of associated assets (by way of freehold or leasehold) to town and parish councils where it is deemed more appropriate for those assets and services to be delivered by third tier Local Government.
- 2.2. The devolution will seek to take a pragmatic approach to provide the community with the ability to influence the level of service it feels is appropriate. In some instances, only services may be devolved to town and parish councils without the ownership of the land or building being transferred.
- 2.3. This policy builds on relevant policies developed over the last 5 years and sets out Wiltshire Council's approach to service and asset transfers to town and parish councils. It also recognizes and takes into account significant legislative requirements and supports central governments commitments to devolve assets and services to local community groups, summarized in appendix 1.
- 2.4. Wiltshire Council has responsibility for land and buildings through various means:
 - 2.4.1. Owned assets – Wiltshire Council hold either a freehold interest or long lease (usually in excess of 100 year) of the asset;
 - 2.4.2. Dedicated assets – Wiltshire Council has responsibility to maintain land due to a historical contractual obligation but does not have the freehold ownership, for example areas of public open space or play areas under planning agreements; or

- 2.4.3. Statutory responsibility – Wiltshire Council has the responsibility for maintaining assets and provide services under legislations, for example highway land or closed burial grounds.
- 2.5. The disposal of assets by Wiltshire Council broadly fall under two types:
- 2.5.1. Market sales – where “best consideration” is obtained, widely interpreted as the best price/market value (as defined by the *Red Book*).
- 2.5.2. Disposal at less than best consideration - this could either be a transfer for a nominal sum or reduced purchase price but will certainly be lower than the market value.

3. Service and Asset Devolution

- 3.1 The Service and asset devolution package to each Town and Parish Council will differ depending on the services provided and the assets held, however the following principles will be applied initially with any additional elements considered on a town by town basis:
- 3.1.1. Minimum services to be devolved include:
- Grounds Maintenance of all land for which Wiltshire Council has responsibility
 - All Streetscene services currently provided within the boundary of the Town/Parish
 - Weed control with Town/Parish Boundary
 - Maintenance of closed churchyards
- 3.1.2. Minimum core assets to be transferred:
- Play areas
 - Monuments
 - Any area for which section 106 monies are held
 - Any other assets which are not covered by the exemption criteria in Appendix 2
- 3.2. The transfer of the packages will be managed in two ways
- 3.2.1. Service delegation agreement– transfer of responsibility for delivering services currently performed by Wiltshire Council where the Council only has dedicated or statutory responsibility (see 2.4.22 & 2.4.3 above), as there is no asset to transfer.
- 3.2.2 There may also be strategic reasons for Wiltshire Council to retain ownership of the asset but are willing to transfer the responsibility to provide services. Wiltshire Council will consider the transfer of both statutory and discretionary services; although where statutory services have transferred the ultimate responsibility will remain with Wiltshire Council
- 3.2.3 Freehold transfer – transfer of total ownership of the service related asset. subject to certain exceptions – in some cases a freehold transfer of the asset to town and parish councils may not be acceptable to Wiltshire Council due to:

- adjoining / surrounding land not being transferred; and/or
- potential for redevelopment, either with or without Wiltshire Council land, and/or
- historic and/or complex land issues which would make a freehold transfer resource prohibitive to both Wiltshire Council and the Town or Parish Council.

In these cases, (where Wiltshire Council owns the freehold) Wiltshire Council will grant a fixed term tenancy of 7 years (less 5 days) of the asset, subject to appropriate break clauses. (A lease of this length is exempt from s123 “best consideration” tests.)

- there being a large number of small non-strategic open space land parcels.

These are most efficiently and effectively managed via a service delegation agreement. Should the Town or Parish council wish to have these legally transferred it will be the responsibility of that Town or Parish council to undertake all the required due diligence and fund all legal costs.

3.3 Service Delegation

Wiltshire Council recognises certain services are more appropriately delivered by the local community in which they are required. The service delegation of amenity services recognises those activities that are best delivered locally - appendix 3 and 4 detail those services. These amenity services are cross cutting and the service delegation should ensure that the responsibility for delivery of all services is transferred to the local town or parish.

3.3.1 The decision to delegate services to the town or parish council may form part of a package including a freehold transfer or leasehold disposal referred to in section 4.1 OR the service delegation may be offered as a single package approach where there may be reasons for Wiltshire Council to retain the freehold ownership or not grant a lease of the site.

- Wiltshire Council’s statutory services – transfer of service delivery only. Wherever Wiltshire Council decides to transfer a statutory function, Wiltshire Council will retain ultimate responsibility for that function. However, responsibility for delivering the service may be transferred to a town or parish council under clear contractual arrangements. The town or parish council will then become responsible for the delivery of those services in accordance with the terms of the service delegation agreement. In view of the Council’s underlying statutory responsibility, the Council must be able to terminate the service delegation agreement at any time.
- Wiltshire Council’s discretionary services – transfer of responsibility for the services. This type of delegation can only apply where Wiltshire Council has a high degree of discretion about the provision of the service. Wiltshire Council will cease to be responsible and accountable for the delivery of these services. There is also no guarantee that the council would consider re-assuming responsibility or accountability for the service. A clear, written delegation must be made by the

Council and accepted by the town or parish council.

- there being a large number of small non-strategic open space land parcels. These are most efficiently and effectively managed via a service delegation agreement. Should the Town or Parish council wish to have these legally transferred it will be the responsibility of that Town or Parish council to undertake all the required due diligence and fund all legal costs

3.3.2 In some circumstances Wiltshire Council, will only delegate services to town and parish councils rather than devolve assets. Examples of where a service delegation will only be appropriate include

- The council has a statutory obligation, such as highway or a housing authority to provide.
- Land maintained for the benefit of the community by the council, but not owned by the council.
- Land where commuted sums for the maintenance have been paid to the council
- Where income or there is a strategic benefit to the council which would prevent the asset transfer but the soft (green and street) services should be delegated. For example: car parks; main council hubs; campuses etc.
- Where there is only a small area of council owned land, which means the cost of the legal land transfer is prohibitive (negated in the local town or parish council are prepared to fund the transfer).

However, in the above cases a service delegation on those areas will allow the local town or parish to set the standard and deliver the Amenity Maintenance Services within their defined boundary.

3.3.3 Following the date of transfer Wiltshire Council would not be responsible for delivery of any of the services listed in appendix 3 or 46 within the defined boundary. The town or parish council will perform the services within the boundary indefinitely on and from the transfer date to the minimum standards required by any relevant legislation. The decision thereafter on enhancement to the legal minimum standard of provision of services will be delegated to the relevant town or parish council. The town or parish council would take responsibility for all consequences: financial, contractual, safety or otherwise for the services delivered and the management of the amenity asset and their services provided on the highway.

3.3.4 The delegation of services will not affect any rights Wiltshire Council may have to dispose of, transfer, assign, lease or otherwise deal with its amenity land in its capacity as freehold owner.

3.4 Freehold Asset Transfer

3.4.1 The freehold transfer will be drafted on the following basis:

- The transfer will not normally include a provision to offer the asset back to Wiltshire Council **if it is no longer needed for community use** (“the reverter”) unless there are compelling legal reasons for doing so.
- If the transfer needs to contain the reverter in the circumstances referred to above, Wiltshire Council will not be under any obligation in the transfer to accept

the asset back. However, Wiltshire Council will need to assess at the time if there are still wider legal issues that mean Wiltshire Council should take the land back.

- If Wiltshire Council decides to take the asset back it will be under no obligation to continue to use it for community purposes, furthermore if Wiltshire Council disposes of the asset at a future date there will be no requirement to split the capital receipt with the Town or Parish Council.
- The transfer will include a provision whereby should town and parish councils dispose of those assets for non-community uses, a 50% split of the capital receipt will be payable to Wiltshire Council.
- In the case of community buildings and land, the permitted community use is defined in the standard lease or freehold transfer.

3.4.2 When considering the devolution of assets to Town and Parish Councils, the main functions and services together with the financial implications for Wiltshire Council of transfer will be considered. With that in mind, the list of assets that will not be considered for devolution can be seen in Appendix 2.

3.4.2 In some circumstances an asset may result in more than one of the list in Appendix 2 being relevant, and in which case **if any** of the above should apply an asset devolution would not be considered.

3.4.3 Wiltshire Council will establish a program of devolution reviews with town and parish councils during a particular year. Wiltshire Council will assess all assets within the Community Area and contact the relevant Clerk to discuss the assets on the list. Applications outside of the program or land and buildings and services in isolation will not be considered, including the grant of short term leases.

3.4.4 Following agreement with the town or parish council, the asset devolution package will be presented to Wiltshire Council's Cabinet for a resolution or delegated authority thereof for a resolution.

3.4.5 The flowchart included in Appendix 5 demonstrates the process for asset devolution.

4. Review

The Asset and Service Delegation & Community Asset Transfer Policy will be reviewed in April 2020, to reflect any issues arising from the implementation of the Policy.

Appendices

- Relevant Legislation
- Restricted Assets
- Services for delegation
- Flowchart

Appendix 1 Relevant Legislation

Local Government Act 1972 (“1972 Act”) – s123 sets out that local authorities must obtain “best consideration” for all disposals, and s101 allows a local authority to delegate certain functions to another local authority (subject to express provisions in the 1972 Act and subsequent legislation).

Local Government Act 1972: General Disposal Consent 2003 (“General Consent Order”) - gives permission for Councils to dispose at less than best consideration provided the value forgone is less than £2m (in capital terms) and the transaction benefits the economic, social or environmental well-being of the area. If the value forgone is greater than £2m approval from the Secretary of State is required.

Local Government Finance Act [1988]

RICS Valuation - Professional Standards (“Red Book”) – defines market value when considering the price obtained from a disposal

Localism Act 2011 – introduced the concept of local communities taking more control of assets in their area.

Public Contracts Regulations 2015 - ensure that public spending on goods, services and works is subject to EU procurement rules. Pure land transactions are exempt from EU procurement rules, but the rules may apply where specified services are provided in exchange for receipt of an asset.

European Commission’s State Aid Rules – may apply to any use of public money and resources which is not subject to EU procurement rules (e.g. asset transfers and grant awards). These rules are intended to avoid state aided subsidies which could distort competition and affect trade between member states.

Transfer of employees: TUPE - There are two different types of transfer of employees under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) – Service Provision Change or a Transfer of Whole or Part of an Undertaking

Appendix 2

The types and nature of assets and or services that will transfer are set out in the policy. The Transfer of property assets are likely to be associated with transfers of services, where agreed between the parties. Assets that are unlikely to be considered for devolution are::

Assets held for investment purposes - both assets that generate an immediate income to Wiltshire Council and those held for future capital realisations
Assets of a rural nature - given Wiltshire Council's roles as a small holdings authority
Assets held with Wiltshire Council's Housing Revenue Account (HRA) - utilised to deliver the statutory housing functions
Vacant land or buildings that can generate a capital receipt in excess of de-minimus level for capital accounting purposes - with capital receipts required to fund the capital programme of Wiltshire Council
Land held for future development of Wiltshire Council or partner schemes - as it would not be financially prudent to devolve the land and be required to repurchase in the future
Education and statutory early years premises - due to Wiltshire Council's roles as a Local Authority for education purposes
Car parks defined by Wiltshire Council for retention under the 2015 Parking Review or any subsequent reviews or land held or adopted as public highway - due to Wiltshire Council's role as Highway Authority

APPENDIX 3

Soft Maintenance Services		
Task	Comment	Conditions
Litter Picking	<ul style="list-style-type: none"> • Litter examples include: • Dead animals (road kill) • Dog/ animal faeces • Cigarette waste & cigarette packets • Beverage and drinks containers • Food containers or utensils • Publications, magazines and newspapers • Shopping and other bags • Illegal deposits of bagged commercial and household waste which shall be cleared as fly tipping, see further below • Removal of pigeon droppings from pathways and footways • Removal of fallen branches, wood, metal and plastic objects • Removal of leaf and blossom falls to an approved programme • Other similar waste types up to 1 cubic meter 	Must be carried out on both Amenity Land and the Highway
Emptying of Litter Bins		Must be carried out on both Amenity Land and the Highway
Removal of Dead Animals on the Highway		Must be carried out on both Amenity Land and the Highway
Removal of Fly Tipping (but no enforcement related tasks)		Must be carried out on both Amenity Land and the Highway

Removal of Fly Posting (but no enforcement related tasks)		Must be carried out on both Amenity Land and the Highway
Graffiti Removal (but no enforcement related tasks)		Must be carried out on both Amenity Land and the Highway
Shopping Trolley Removal (but no enforcement related tasks)		Must be carried out on both Amenity Land and the Highway
Leaf Clearance		Must be carried out on both Amenity Land and the Highway
Balancing ponds, amenity footpaths, Streetscene assets and water courses	Monitor the condition and highlight any health and safety concerns on amenity footpaths, ponds, ditches and any amenity asset and effect their reasonable repair	Must be carried out on Amenity Land
Park and Highway Furniture	Monitor the condition of the furniture and highlight any health and safety concerns and effect their reasonable repair/replacement (subject on each occasion to WC's permission to repair/replace highway furniture)	Must be carried out on both Amenity Land and the Highway. WC's prior written permission must be given in respect of repairing and replacing Highway furniture.
Grounds Maintenance	Shrub Bed Maintenance, Maintenance of Shelterbelt/Plantation Areas/ Hedge Maintenance/ Tree/ Herbaceous Borders and any soft area maintenance.	Must be carried out on Amenity Land and the Highway. WC's consent to maintain the verges of the Highway is hereby given.
Grass Maintenance	<ul style="list-style-type: none"> • Sheltered Housing Schemes • High amenity areas • General grass areas • Low Amenity areas 	Must be carried out on the Amenity Land and the verges of the Highway. WC's consent to maintain the verges of the Highway is hereby given.

	<ul style="list-style-type: none"> • Highway verge areas • Rough grass areas • Flail grass areas • Wild flower/conservation areas 	
Sports Pitch Maintenance (Football and Rugby)		Must be carried out on Amenity Land
Cricket Pitch Maintenance		Must be carried out on Amenity Land
Countryside	Litter clearance and emptying of litter bins	Must be carried out on Amenity Land
Woodlands and Countryside Site	Scavenging and cleaning and/or maintenance	Must be carried out on Amenity Land
Play Areas, Multiple Use Games Areas (MUGA) and Skate Park Inspection and Maintenance		Must be carried out on Amenity Land
Allotments	<p>General up keep and maintenance including:</p> <ul style="list-style-type: none"> • Boundary fencing • Gates and Hedges • Tracks • Car parks • Grass areas and • Footpaths 	Must be carried out on Amenity Land (allotments)
Open Cemeteries	General up keep and maintenance including memorial testing	Must be carried out on Amenity Land (cemeteries)

Closed Churchyards	General up keep and maintenance including memorial testing	Must be carried out on Amenity Land (closed churchyards)
Car Parks and hard areas maintained by WC immediately prior to the Transfer Date	Maintenance of car parks – grounds and street cleaning (as per Idverde Scope)	Must be carried out on Amenity Land and hard areas subject to the exclusions in Column 1
Centre Litter Picking and Sweeping		Must be carried out on Amenity Land and the Highway
Weed Control (amenity hard areas and highways)	Responsibility for all weeds on the highways and service delegated areas	Must be carried out on Amenity Land and the Highway
Bus shelter maintenance	Litter collection and cleaning (graffiti, fly posting, moss etc. removal)	Must be carried out on Amenity Land and the Highway

Appendix 4

Hard Area Maintenance Services	
Type of Land	
<p>The public open space where the hard asset is managed is:</p>	<ul style="list-style-type: none"> • public gardens; • land used for the purposes of public recreation; • parks; • natural and semi-natural urban greenspaces • derelict open land; • sports pitches; • outdoor sports areas; • play provision; • amenity greenspace; • play areas; • skateboard parks; • outdoor basketball hoops; • and other more informal area (e.g. 'hanging out' areas, teenage shelters); • accessible countryside in urban fringe areas; • cemeteries; • closed churchyards.
<p>For the avoidance of doubt, hard asset management would not be delegated for:</p>	<ul style="list-style-type: none"> • Play & Display Car Parks

- Highway assets (without prior agreement – see below)
- Campus or Hub areas
- Housing Revenue Areas

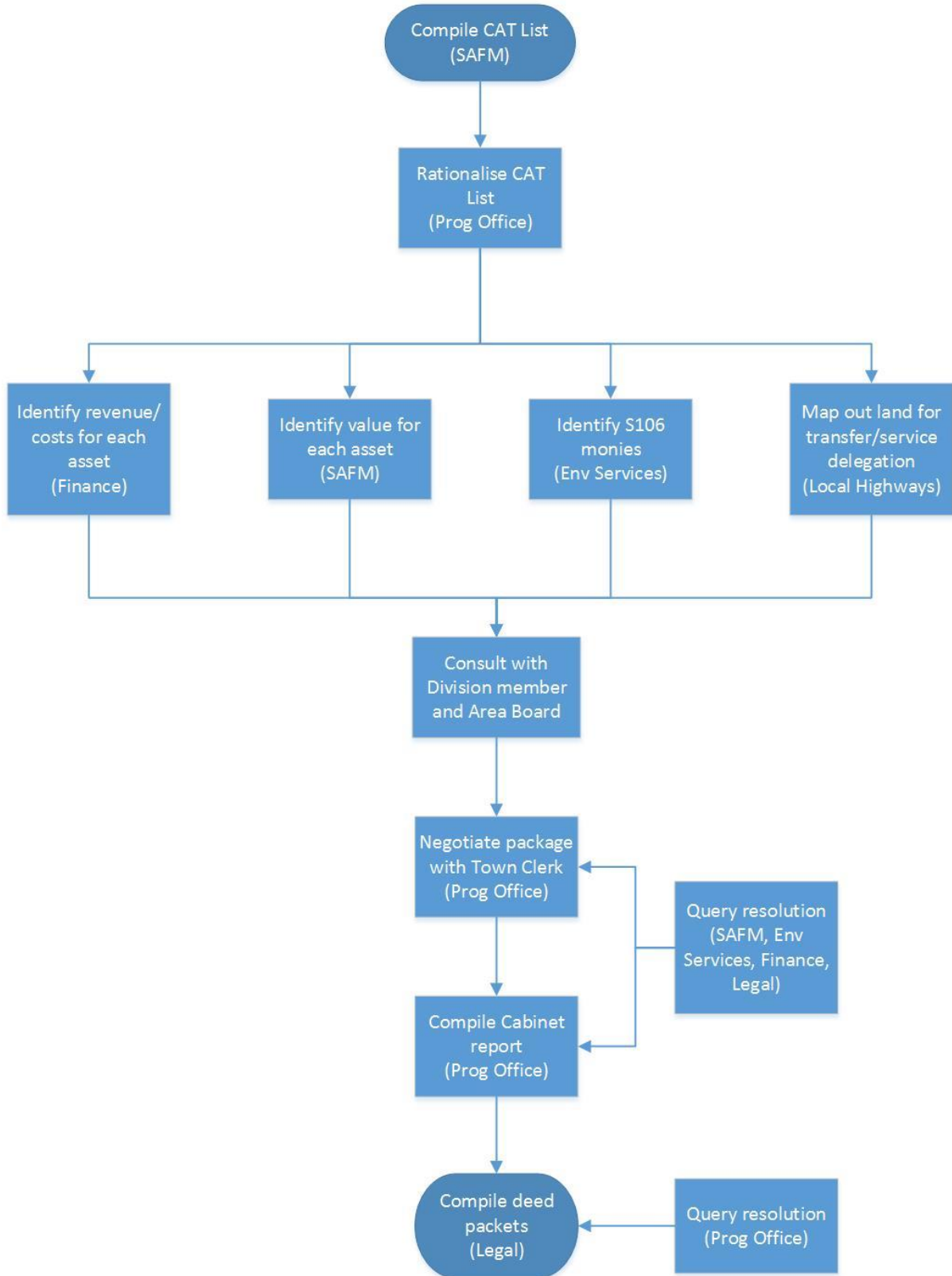
The concept of the delegation would be for hard asset maintenance to be as an asset transfer.

As such anything on the asset and anything beneath (but not adopted assets) would become the responsibility of the local council.

Hard assets would include: fences; walls; paths; lighting; seats; fixed equipment etc.

APPENDIX 5

Community Asset Transfer High Level Process



Wiltshire Council

Cabinet

7 November 2017

Subject: Post-16 Area Review of Education

Cabinet Member: Cllr Laura Mayes, Cabinet Member for Children, Education and Skills

Key Decision: No

Executive Summary

The government has recently carried out a review of further education provision in Wiltshire as part of a national post-16 area review process. Wiltshire College was the only provider in Wiltshire to be included in the 2016-17 Gloucestershire, Swindon and Wiltshire review. Findings were positive in that the College's curriculum delivers to the priority sectors identified by the Swindon and Wiltshire Local Enterprise Partnership (LEP) whilst maintaining provision in all areas where there is employment demand in the region and beyond, such as construction, health and tourism. The College is also making good progress towards becoming financially sustainable as a stand-alone institution.

Recommendations focus on collaboration between the LEP, local authority and colleges in particular around promotion of apprenticeships and addressing gaps in higher and degree level apprenticeships. These are welcome given the Council's new business plan focus on growing apprenticeships. The recommendation to develop an institute of technology for the area is actively being pursued by the LEP.

Proposals

For Cabinet to:

- (i) Note the contents of the report as they relate to Wiltshire.
- (ii) Endorse the report's recommendation to be part of a strategic planning group to monitor implementation of the review recommendations and drive the collaborative agenda relating to post-16 learning and skills.

Reason for Proposals

The post-16 area review report and recommendations were published in August 2017. Given that this is a national report in the public domain, it is important for Cabinet to be aware of the findings and recommendations regarding further education provision in Wiltshire.

Alistair Cunningham, Corporate Director

Subject: Post-16 Area Review of Education

Cabinet Member: Cllr Laura Mayes, Cabinet Member for Children, Education and Skills

Key Decision: No

Purpose of Report

1. To inform Cabinet of the findings and recommendations from the government review of local further education provision which was completed earlier in 2017.

Relevance to the Council's Business Plan

2. A key objective of the Council's new business plan is to grow the skills of the local workforce so that we attract and retain high value businesses in Wiltshire. A specific goal of the business plan is to provide 'more apprentices and improve access to further and higher education'. To do that we also recognise we need to have high quality schools, colleges and Higher Education provision. This health check of local further education provision is timely in light of our business plan objectives.

Background

3. In 2015, the government announced a rolling programme of around 40 local area reviews, to be completed by March 2017, covering all general further education (FE) and sixth-form colleges in England.
4. The reviews were designed to ensure that colleges are financially stable into the longer-term, that they are run efficiently, and are well-positioned to meet the present and future needs of individual students and the demands of employers.
5. Wiltshire was included in the Gloucestershire, Swindon and Wiltshire area review which assessed six colleges across the area. The four general FE colleges included in the review were Gloucestershire College, Swindon College, New College Swindon and Wiltshire College. Cirencester sixth form college and specialist land based Hartpury College were also included in the review.
6. Wiltshire College dominates provision in the county: it provided 42% of starts for apprenticeships, community learning and workplace learning in 2015/16. The next biggest provider in Wiltshire is the British Army with 18% of starts, with a mix of much smaller private, voluntary and public sector training providers making up the balance.

7. Wiltshire Council and the Swindon and Wiltshire Local Enterprise Partnership (LEP) were included on the area review steering group. At the start of the review, priorities for provision in the area were agreed as follows:
 - develop aspirations, improve attainment and progression, especially amongst vulnerable groups of learners, and develop employability.
 - develop the local workforce in line with labour market needs, taking advantage of the growing demand for higher levels skills across the review area.
 - grow apprenticeships and higher education provision.
8. The [final report](#) for the review was published in August 2017. The review identified employer and LEP priorities as these relate to further education and these are summarised on pages 9-11 of the report. The report also provides an overview of current further education provision (pages 14-19).
9. The local steering group was chaired by the Further Education Commissioner. The steering group met on four occasions between September 2016 and February 2017 and additional informal meetings also took place to consider and develop options in greater detail. Membership of the steering group comprised each college's chair of governors and principal, representatives from Wiltshire Council, Swindon Borough Council, Gloucestershire County Council, Gloucestershire Local Enterprise Partnership, Swindon and Wiltshire LEP, the Regional Schools Commissioner, and representatives from the Skills Funding Agency (SFA), the Education Funding Agency (EFA), and the Department for Education (DfE).
10. Part of the area review process involved a visit to each college by specialist further education and sixth-form college advisers who report to the respective commissioners. The advisers met with governors, senior managers and staff, and reviewed a wide range of documents and data relating to each college's current range and quality of provision, their track record in attracting students, and their overall financial health.

Main considerations for the Council

11. The report highlights a number of key issues relevant to Wiltshire. These are being addressed as summarised below:

	Key issue	How it is being addressed
a.	Improve attainment post-16 in local areas where attainment is below national benchmarks, including English and Maths, and amongst groups of learners for whom there is a performance gap.	Each school and academy will have an annual performance assessment based on the previous year's Key Stage 4 results. In addition, all local authority maintained schools and some academies will have at least one visit to provide verification and challenge where necessary. This will focus particularly on development activities and assess the impact of improvements on pupils including those that are vulnerable to underachievement. This in turn will support improved progression and participation post 16 and increase the proportion of vulnerable learners accessing appropriate provision.

	Key issue	How it is being addressed
b.	Develop opportunities for students with high needs to increase choice locally and offer employment based education.	Choices for high needs students have significantly improved recently, in terms of both number of providers and ease of access (as funding bands avoid the requirement to go through panel). The quality of all provision on offer is good or outstanding and includes employment based education such as apprenticeships, supported internships and work experience.
c.	A wider strategy is needed to improve outcomes and progression for high needs students across Swindon and Wiltshire.	The key strategy for Wiltshire is the Special Educational Needs improvement plan which includes post-16 provision. The council has recently implemented outcomes-based commissioning from providers and set up a new quality improvement group for post-16 provision. Meetings are held with Swindon Borough Council to discuss issues as they arise, and we are looking to develop joint working further.
d.	Support the provision of impartial and independent information, advice and guidance.	The Swindon and Wiltshire Enterprise Adviser Network, funded by the national Careers and Enterprise Company, supports the provision of impartial Careers Education, Information, Advice and Guidance in Wiltshire schools and continues to grow year on year.
e.	Develop a strategic approach to the delivery of apprenticeships and increase supply throughout the Gloucestershire, Swindon and Wiltshire area, particularly higher level apprenticeships, contributing to the government's three million target.	The Swindon and Wiltshire LEP have developed an apprenticeship growth plan for the area which has recently been allocated funding. The Higher Futures programme has pledged to double the number of learners embarking on higher or degree apprenticeships between the 2015/16 and 2019/20 academic years.
f.	Grow employer links and develop the learning offer to meet current and future workforce requirements to achieve economic growth ambitions including in media, tourism, STEM subjects, higher level technical and professional skills, as well as in sectors where the workforce is expected to expand, such as health and social care.	The learning offer is being developed to meet employer needs by providers and also by programmes such as Higher Futures for higher level skills. There is currently a fully funded offer to employers for upskilling their staff to level 3 through the European Social Fund programme called Supporting Skills for the Workforce which has engaged 627 learners to date.
g.	Develop a broader higher education offer that encourages progress beyond level 3.	The LEP is currently developing a Higher Education Strategy for the area which will address the issue of progression in the areas of the county where this is currently low.
h.	Ensure the learning offer is accessible by students in the rural	This continues to be a challenge given the rural nature of the county.

	Key issue	How it is being addressed
	parts of the review area where public transport can be limited.	

Report recommendations

12. Specific recommendations agreed by the steering group at its meeting in February 2017 which are relevant to Wiltshire were as follows:

- (i) Wiltshire College to remain a stand-alone further education college. The report states that:
- *in terms of meeting current and future needs, the college's curriculum delivers to the priority sectors identified by the LEP (establishing a new civil engineering academy, for example) whilst maintaining provision in all areas where there is employment demand in the region and beyond, such as construction, health and tourism. Collaborative working discussions are taking place with Bath College and Swindon College on joint promotion and delivery of higher level apprenticeship provision. The college will continue to offer provision for high needs students and is developing its specialist support team.*
 - *with regard to financial sustainability, initial financial assessment demonstrates that, in achieving nearly all the financial benchmarks by 2017/18 and making good progress on the remaining operating surplus benchmark by 2019/20, the college is projecting to be sustainable as a stand-alone institution.*
 - *in respect of quality of provision, the college is rated as good by Ofsted. This demonstrated progress since the previous inspection, under the leadership of the new principal.*
 - *the college will continue to deliver its broad curriculum offer, including specialisms in engineering and land based programmes, which both reflect LEP and national priorities.*

- (ii) Collaboration between the LEPs, local authorities, Regional Schools Commissioner and the colleges. This will be led on behalf of the Council by the Employment and Skills service using existing resources. The report recommends:

A strategic planning group for Wiltshire and Swindon between the LEP, local authorities and colleges to monitor implementation of the review recommendations and to drive the collaborative agenda relating to post-16 learning and skills.

This will include (but is not limited to):

- *discussions to address gaps in particular sectors where higher and degree level apprenticeship are needed.*
- *joint promotion of apprenticeships to meet the needs of employers and the LEPs in the review area.*
- *apprenticeship delivery and end point assessment.*
- *promotion of adult loans.*

- *consideration of out of area travel flow issues.*
- *recruitment and staff sharing in hard to recruit areas.*
- *addressing science, technology, engineering and maths (STEM) needs, potentially through development of an Institute of Technology.*
- *general further education colleges individually or collectively, where it is mutually beneficial, continuing to work together on benchmarking, sharing expertise and models of shared service or federation both within and across review areas.*

(iii) Institute of Technology

The strategic planning groups to review the potential for the development of a proposal for an Institute of Technology for their area aligned to the requirements of emerging national policy. This should meet local economic needs for higher technical Science, Technology, Engineering and Maths skills by strengthening and growing provision to fill gaps in the market. There is a need in the Gloucestershire, Swindon and Wiltshire review area, as prioritised by both LEPs, for increased specialisation in STEM related areas and a focus on the higher-level skills.

The Swindon and Wiltshire LEP is actively pursuing the opportunity to secure government funding for a new institute of technology in Swindon as a result of this recommendation.

- (iv) The review recommends a merger between Swindon College and New College Swindon which has not been accepted by the governing body of New College. This may be relevant for those Wiltshire residents who currently travel to Swindon for their education.

Overview and Scrutiny Engagement

13. This report will be considered by Children’s Select Committee at its meeting on 31 October 2017. Any comments from that meeting will be fed back to Cabinet.

Safeguarding Implications

14. None identified.

Public Health Implications

15. None identified.

Corporate Procurement Implications

16. There are no procurement implications arising from this report.

Equalities Impact of the Proposal

17. There are no direct equalities impacts for the council arising from this report. However, the review’s recommendation to develop a strategic approach to the delivery of apprenticeships and increase supply throughout the Gloucestershire, Swindon and Wiltshire area, particularly higher level apprenticeships, has the

ability to drive social mobility by enabling individuals who would not otherwise access higher education to gain higher level qualifications.

18. The review also identifies that the attainment gap needs to be addressed for key groups of learners and that opportunities and outcomes for high needs students need to be improved. These issues are currently being addressed as set out in paragraph 11 a-c.

Environmental and Climate Change Considerations

19. None identified.

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

20. The areas of focus for the strategic planning group set out above in 12 (ii) may not be taken forward if the Council is unable to be an active partner in driving this agenda forward. This is a reputational risk for the Council. It is important for the Council to be proactive in resourcing this agenda given its prominence in the new business plan. The work is currently resourced within the Employment and Skills service. Given that this is a national review process, there is an expectation that the Council acknowledges and responds to the recommendations.

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

21. No risks identified.

Financial Implications

22. There are no financial implications for the Council. The work is currently resourced within the Employment and Skills service. The financial health check carried out as part of the area review concluded that our local further education college, Wiltshire College, is financially sustainable and therefore can continue to stand alone.

Legal Implications

23. No legal implications have been identified.

Options Considered

24. The review process considered whether every college was viable as a standalone institution, and where this was not the case, recommended merger with another college. In the case of Wiltshire College, the standalone option was the preferred one as it was assessed as being financially sustainable and it was noted that it already serves a large geographical area.

Conclusions

25. The post-16 area review process has provided an opportunity for government to assess further education provision across the country on an area by area basis. Wiltshire College was the only provider in Wiltshire to be included in the 2016-17 Gloucestershire, Swindon and Wiltshire review. Findings were positive in that

the College's curriculum delivers to the priority sectors identified by the LEP whilst maintaining provision in all areas where there is employment demand in the region and beyond, such as construction, health and tourism. The College is also making good progress towards becoming financially sustainable as a stand-alone institution and is now rated as 'good' by Ofsted. The Council, as a partner of the LEP, has recently supported the College to develop its offer further. Through the allocation of £20 million from the Local Growth Deal, provision at the college's Salisbury and Lackham campuses will be significantly improved.

26. Most of the key issues identified in the report are currently being addressed as set out in paragraph 11. However, access to provision from rural areas remains a wider strategic challenge.
27. Recommendations from the review focus on collaboration between the LEP, local authority and colleges in particular around promotion of apprenticeships and addressing gaps in higher and degree level apprenticeships. These are welcome given the Council's new business plan focus on growing apprenticeships and can be resourced through the Employment and Skills service. The recommendation to develop an institute of technology for the area is actively being pursued by the Swindon and Wiltshire LEP.
28. Progress against the recommendations will be tracked by the LEP's Skills and Talent sub group and Cabinet will be updated if there are any particular issues of note.

Tim Martiensen
Acting Associate Director for Economic Development

Report Author:

Ariane Crampton

Head of Employment and Skills

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7 September 2017

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

[Gloucestershire, Swindon and Wiltshire FE area review report](#) - available on gov.uk.

Appendices

None

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Wiltshire Council

Cabinet

7 November 2017

Subject: Disposal of freehold interest of assets

**Cabinet members: Cllr Toby Sturgis
Cabinet Member for Spatial Planning, Development
Management and Strategic Property**

Key Decision: Yes

Executive Summary

The council continually reviews and rationalises its asset portfolio in order to identify assets where the freehold interest can be considered for sale. A total of 5 assets are considered to be surplus to the Council's operational requirements and it is recommended they be added to the disposals list and progressed to sale in support of the Council's wider capital programme.

Proposal(s)

- That members confirm that freehold interest of the 5 assets can be sold by the Council.
- That members note the continuing approach set out in paragraph 8
- Authorise the Associate Director for People and Business to dispose of freehold interest of the assets.

Reason for Proposal

To confirm the freehold interests of the assets can be sold in order to generate capital receipts in support of the Council's capital programme.

**Alistair Cunningham
Corporate Director**

Subject: Disposal of freehold interest of assets

Cabinet members: Cllr Toby Sturgis
Cabinet Member for Spatial Planning, Development
Management and Strategic Property

Key Decision: Yes

Purpose of Report

1. The purpose of this report is to declare that freehold interest of the 5 assets can be sold by the Council.

Relevance to the Council's Business Plan

2. The disposal of assets raises capital to assist and support the Council's medium term financial plan (MTFP) which subsequently supports the Council's Business Plan and its aims and targets.

Main Considerations for the Council

3. Since its inception in 2009 the council has sold assets in excess of £70m. There are a number of other assets in the programme which are currently scheduled to be marketed and sold between now and the end of 2019/20 and it is anticipated that they will realise in the region of £30m.
4. In addition, the 5 assets listed in Annex I are recommended for disposal of the freehold interest which will be sold over the next few years.

Background

5. The receipt of capital from the sale of assets is used to support the capital programme of investment in the communities of Wiltshire. Examples of the types of investment made and programmed to be made are provided in the Council's Budget but they range from investment in better roads, waste collection and recycling, extra care homes, health and wellbeing centres and initiatives to provide better and more efficient customer access to Council services.
6. Running, managing and holding assets is expensive but with careful investment as described above, services can be transformed and delivered in a way that improves customer satisfaction and relies less on needing a building/asset for service delivery.

7. Assets then become surplus to the core requirements of the Council and once sold, the capital realised can then be used to support further investment.
8. At Cabinet on 12th Septmeber 2017, the Cabinet resolved that the Council would not consider domestic / low value requests for land purchases. By way of background, the Council receives a number of requests for purchase of land, ranging from small scale residential/domestic requests to larger site purchases. Resource is currently not available for a number of the domestic / low value requests to be considered and below sets out 3 tests that need to be met for the Council to consider disposals:
 - a. The land in question is not held by the Council as public open space
 - b. The purchaser will pay all costs associated with the disposal (internal and external surveyor and legal costs)
 - c. The land is being sold to support a wider Council objective or being supported / promoted by department of the Council (for example the Housing Revenue Account)

Safeguarding Implications

9. There are no safeguarding implications with this proposal.

Public Health Implications

10. There are no public health implications with this proposal.

Procurement Implications

11. The decision to dispose of the freehold interest does not have any direct procurement implications. However, when the appointment of agents to market the assets or when pre-marketing surveys are required, their procurement is carried out in accordance with the Council's procurement rules and policies.

Equalities Impact of the Proposal

12. None

Environmental and Climate Change Considerations

13. Where a sale envisages potential development, any environmental and/or climate change issues are best considered through the planning application process.

Risk Assessment

14. Regular reports on progress of property disposals are provided to this Committee within the Capital Monitoring Report. These reports are based on a review of risks of each disposal that takes into account legal issues

and 3rd party interests over the asset, planning, market conditions and other factors to review and adjust future receipt out turn forecasts.

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

15. The MTFP for the Council is, in part, dependent on the success of the disposal of property and assets. Failure to deciding to declare new freehold interests to be sold or to sell those that are currently declared will impact on the council's ability to achieve its business plan.

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

16. A risk that may arise is that due to legislative or other changes a service need arises for an asset after it has been sold and the Council then has to look to acquire or rent in an asset. However, the list of assets has been considered by the Corporate and Associate Directors and no service has identified a need that could be fulfilled by any of the properties on the list in Annex I.

Financial Implications

17. As explained above, the realisation of capital from the sale of assets is used to support the MTFP and Council Business Plan. Reducing sales and the delivery of capital receipts will reduce the amount that the Council can invest in its communities and/or be used to reduce borrowings and thus free up revenue for delivering services. The disposal of surplus assets is not only integral to the council's medium term financial planning but often makes good asset management sense too.

Legal Implications

18. There are no legal implications with the paper other than it will result in legal work to formalise them. In respect of the assets being put forward as part of this report, each asset is to be sold at or above market value, thus ensuring that the best price properly payable will be received thus satisfying the requirements of s123 of the Local Government Act 1972. Market value will be determined by either open marketing of the sites or through an external valuation being procured to reflect any special circumstances. The assets will also be categorised as strategic assets due to their strategic importance to contribute to the MTFP and will not be available for Community Asset Transfer unless this Committee subsequently decides otherwise.

Options Considered

19. The alternative options would be to transfer the properties in another way or to not dispose of them at all, both of these have been discounted for the reasons set out in this report.

Conclusions

20. Declaring additional assets surplus to the requirements of the Council will provide additional funds for the Medium Term Financial Plan and Council's Business Plan.

Proposal

21. That members confirm that freehold interest of the 5 assets can be sold by the Council.
22. That members note the continuing approach set out in paragraph 8
23. Authorise the Associate Director for People and Business to dispose of freehold interest of the assets.

Reason for Proposal

24. To confirm the freehold interests of the assets can be sold in order to generate capital receipts in support of the Council's capital programme and to maximise the amount of capital from them to support the MTPF and Council Business Plan.

Alistair Cunningham
Corporate Director

Report Author:
Mike Dawson
Asset Manager (Estates & Asset Use)

Background Papers

None

Appendices

Annex I: Asset List

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APPENDIX I – List of Assets

Wiltshire Council

Cabinet

07th November 2017

SITE DETAILS

SITE 1.

Nomansland(near Salisbury) – Land at School Road (SP5 2BX).

UPRN –

Brief description:

The land has a total area of approximately 557 square metres. It is largely backland which is a mixture of scrub and parking for Nos. 5-8 School Road. These are all former council houses which have been sold under right to buy. Access is via a narrow gravel track off School Road and is subject to a right of way in favour of the property to the north.

Self-build / Custom-build considerations:

The site is not suitable for a custom/self-build plot, as there are too many access and legal constraints. It may be suitable if the land is incorporated with land adjoining; outside of Wiltshire Council ownership.

Recommendation:

That the freehold interest be sold on the open market.

Location Plan – Site Extent Subject to Survey (Not to Scale)



SITE 2.

Trowbridge – Land at Frampton Court

UPRN – 08107S1

Brief description:

The land has a total area of approximately 40 square metres. It is former verge adjacent to but not within the highway which has been taken in as access for new dwellings which have been constructed to the south.

Custom-build / Self-build considerations:

The site is not suitable for a custom/self-build plot, given the size of the plot.

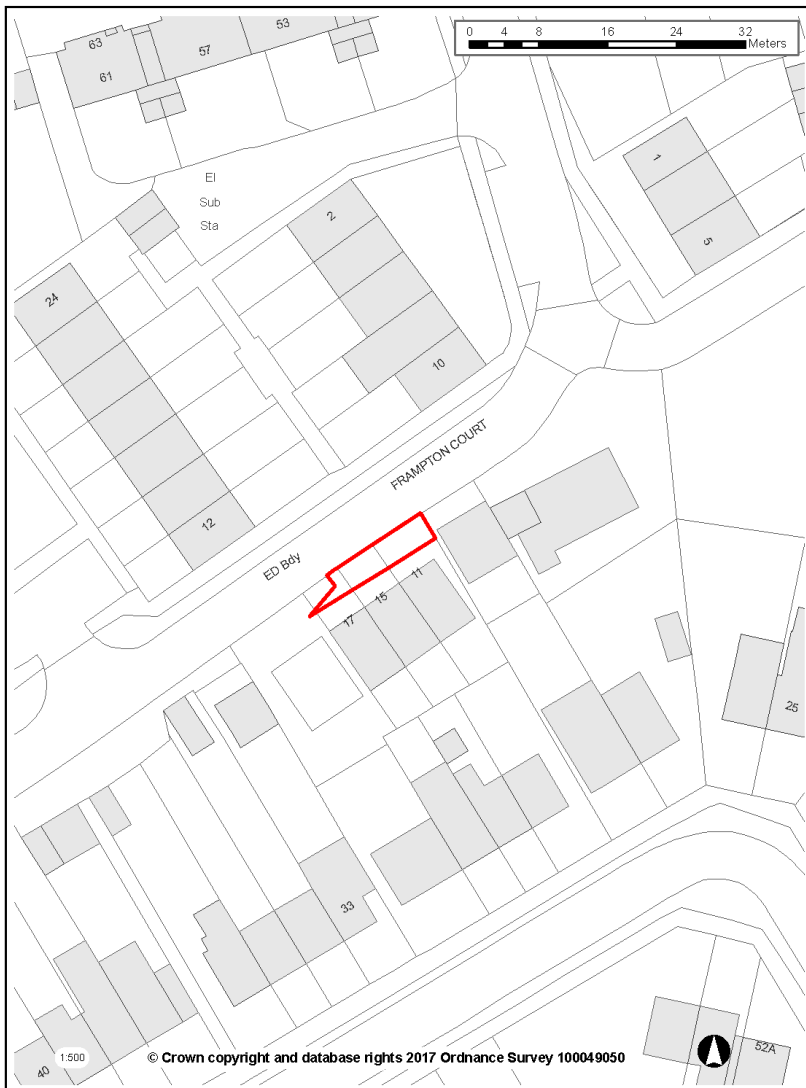
Recommendation:

That the freehold interest be sold to the owner of the new dwellings to the south.

Location Plan – Site Extent Subject to Survey (Not to Scale)



**Land at Frampton Court,
Trowbridge**



SITE 3

Warminster – Chapmanslade – Land to the rear of 102 High Street

UPRN – 20359S1

Brief description:

The property comprises an area of approximately 0.1 ha of vacant land within the village of Chapmanslade which lies to the rear of residential development and is accessed via a private shared driveway which is also in Wiltshire Council ownership. The property was historically used as a drainage field for nearby Council houses which are now all in private ownership and connected to mains drainage. The property currently sits within the settlement boundary and positive pre-planning application advice has recently been received for the construction of a single dwelling.

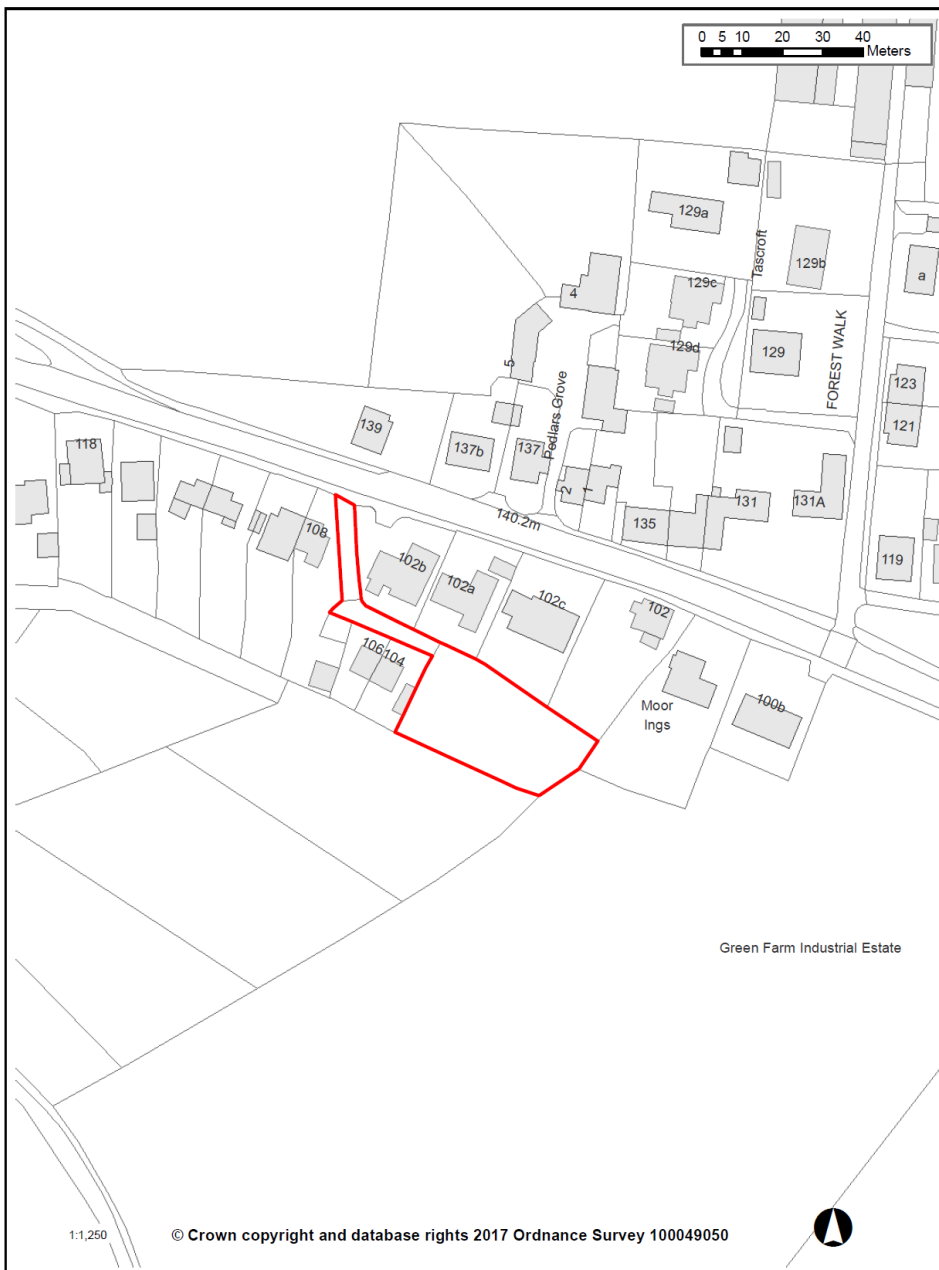
Custom-build / Self-build considerations:

This site is potentially suitable for a custom/self-build plot.

Recommendation:

Obtain an outline planning permission for residential development and dispose of the site on the open market.

Location Plan – Site Extent Subject to Survey (Not to Scale)



SITE 4

Corsham – Martingate Centre

UPRN – 10327S1

Brief description:

The site is currently let to Martingate Centre Limited by way of two 150 year leases, the tenant has requested the freehold purchase of the site. Freehold disposals will be based on:

- Practical completion of a scheme of redevelopment
- An unfettered freehold title being sold (no overage provisions to be applied)
- Open market value being paid, to reflect both special purchaser relationship and future hope value
- The car park being retained by Wiltshire Council, likely by way of long lease

The Council have a revenue pressure of £26k following the sale, but will be in receipt of a capital sum.

Custom-build / Self-build considerations:

This site is not potentially suitable for a custom/self-build plot.

Recommendation:

To proceed with sale to Martingate Centre Limited, subject to the conditions above.

Location Plan – Site Extent Subject to Survey (Not to Scale)



SITE 5

Tisbury – Former Sports Centre

UPRN – 01252S3

Brief description:

The former sports centre is currently vacant, with all functions moved over to the Nadder Centre post completion of the redevelopment. The site was allocated as a wildflower meadow as part of the Nadder Centre redevelopment, although this was an enhancement of the biodiversity of the overall site. Pre-application advice has been obtained and a residential develop is more considered favourable, principally due to highway reasons, and the site is proposed to be included within the revised settlement boundaries (currently under consultation).

Custom-build / Self-build considerations:

This site is potentially suitable for a custom/self-build plot, although the requirement is for serviced plots and this would require the infrastructure being put in place before individual plots can be sold.

Recommendation:

That the freehold interest be sold, subject to the ecology planning obligation being resolved / satisfied.

Location Plan – Site Extent Subject to Survey (Not to Scale)



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Wiltshire Council

Cabinet

7 November 2017

Subject: People Strategy (2017 – 2027) priorities - progress on staff engagement, recognition & communication

Cabinet Member: Cllr Richard Clewer, Cabinet Member for Corporate Services, Heritage, Arts and Tourism

Key Decision: No

Executive Summary

1. The focus on improving staff engagement is a key priority in the new people strategy. This strategy was approved by Cabinet in July and defines 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 deliver the business plan priorities.
2. Steps to improve staff engagement started in 2016 and this included the development of our employer brand and a range of social media platforms to improve communication and engagement with both prospective employees and our workforce, and the Grow system (learning & performance management system) was developed to allow staff to communicate socially. In addition the annual staff in November 2016 were redesigned and rebranded in line with the employer brand pillars, (empowering people, innovation and collaboration), and were reformatted to focus on interaction with staff.
3. The staff survey results in 2016 showed that some of these improvements were having a positive impact with overall staff engagement increasing by 2% to 58% since 2014, with some services showing engagement levels of 85%.
4. However, despite the positive overall results of the staff survey results they also identified areas where further work was needed to improve staff engagement to ensure the council has the positive culture needed to deliver the business plan priorities, and to meet the challenges that the council continues to face in respect of both finance, but also the increasing demands on our services. As a result, a staff engagement group to develop new initiatives that would further embed the employer brand and improve staff engagement was proposed.
5. The staff engagement group launched in February 2017. The group are called **#EPIC** after our employer brand pillars of **E**mpowering **P**eople, **I**nnovation and **C**ollaboration. The work is led by HR&OD and the group meet monthly to discuss and progress ideas to improve staff engagement. Since the group launched in February 2017 they have launched two new staff engagement initiatives, EPIC Impressions and EPIC Ideas.
6. New initiatives are planned for 2018, including a focus on communication, staff recognition and improving the visibility of senior leadership all issues identified in the 2016 staff survey results and in the feedback from staff at the 2017 staff engagement forums.

Proposal

That the cabinet:

- endorses the actions and initiatives being taken to deliver the priorities in the new People Strategy to enable the council to attract, retain and develop staff.
- recommends that Officers proceed with the new initiatives planned for 2018, including a focus on communication, additional staff recognition and continuing to develop alternative approaches for improving the visibility of senior leadership.

Reason for Proposal

Staff engagement is a key priority in the People Strategy 2017 – 2027. The strategy defines 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 our business plan

Dr Carlton Brand, Corporate Director

Wiltshire Council

Cabinet

7 November 2017

Subject: People Strategy (2017 – 2027) priorities - progress on staff engagement, recognition & communication

Cabinet Member: Cllr Richard Clewer, Cabinet Member for Corporate Services, Heritage, Arts and Tourism

Key Decision: No

Purpose

1. The purpose of this report is to outline progress against one of the three strategic priorities in the People Strategy 2017 – 2027; Staff engagement, recognition & communication, and specifically the steps being taken to improve staff engagement.

Background

2. Research tell us that 54% of disengaged employees are considering leaving their present jobs ([Gallup](#)) and replacing them costs up to 33% of an employee's salary ([HR Dive](#)). Disengaged employees are far less productive and are more likely to be absent from work. Employees who are physically present at work but disengaged from what they are doing negatively affect the service constituents are receiving. Highly engaged organisations benefit from decreased turnover, fewer workplace accidents, higher productivity, a 41% reduction in absenteeism and a 17% increase in productivity ([Gallup](#)).
3. In light of this research, and in the face of significant funding cuts, job losses and organisational restructures, we recognised the need to focus on improving staff engagement and organisational culture.
4. Steps to improve staff engagement started in 2016 and this included the development of our employer brand and a range of social media platforms to improve communication and engagement with both prospective employees and our workforce, and the Grow system (learning & performance management system) was developed to allow staff to communicate socially.
5. The annual staff forums in November 2016 were redesigned and rebranded in line with the employer brand pillars. The new "staff engagement" forums focused on interaction with staff and sought ideas and feedback about what needed to change. Staff were also invited to ask "one burning question" and a commitment was given to answering all questions. The questions and answers, and all of the feedback received were subsequently published on the Council's intranet (The Wire).

6. The 2016 staff survey results, (the survey ran from 21 November to 19 December 2016), showed an increase in staff engagement from the 2014 results, despite the on-going changes and disruption to the workforce that had continued to take place over that period. Over 65% (2,900) staff responded to the survey (an increase of 6% since 2014) and staff engagement overall increased by 2% from 2014 from 56% to 58%. Some services showed engagement levels of 85%, and that 31.7% (917) of staff are fully engaged whilst only 1.2% (36 staff) are fully disengaged.
7. The results showed that staff are aware of the councils vision and aims (80% positive responses), are committed to the organisations goals (72% positive responses), are proud to work for the council (62% positive responses), believe their job makes a difference to the community (80% positive responses) and that working for the council makes them want to do the best job they can (63% positive responses). In addition, and in support of the impact of the behaviours framework, 96% of staff responded positively when asked if the council has made it clear about how they are expected to behave.
8. However, despite the positive overall results of the staff survey results they also identified areas where further work was needed to improve staff engagement to ensure the council has the positive culture needed to deliver the business plan priorities, and to meet the challenges that the council continues to face in respect of both finance, but also the increasing demands on our services. As a result, a staff engagement group to develop new initiatives that would further embed the employer brand and improve staff engagement was proposed.
9. The focus on improving staff engagement is also a key priority in the new people strategy (Appendix 1). This strategy was approved by Cabinet in July and defines 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 business plan priorities.
10. The people strategy outlines our employer brand pillars; empowering people, innovation and collaboration, and our employee promise.



11. The strategy also outlines our values and overarching outcomes, one of which is

“Our staff identify and engage with our employee promise which is based on our employee value proposition of **empowering people, innovation and collaboration**, and which is embedded in the recruitment processes.

Main Considerations

12. At the staff engagement forums in November 2016 the formation of a staff engagement group was announced and subsequently applications for volunteers to join for a 12-month period (in addition to their day to day duties), were invited and staff were selected to be part of the group.
13. The staff engagement group launched in February 2017. The group are called **#EPIC** after our employer brand pillars of **Empowering People, Innovation and Collaboration**, which is the foundation of our employer promise to deliver engagement initiatives “for the staff, by the staff”. This creates a powerful channel for employee voice, empowering them to drive positive change, amplifying EPIC employee culture and to help make the Council an even better place to productively deliver our services.
14. The work is led by HR&OD, with group meetings managed by Amanda George, HR Strategic Delivery Manager, and James Kent, Strategic Engagement Lead. It is made up of 21 volunteers representing a range of services and locations across the council (from facilities management to the programme office) who work within 3 teams reflecting our employer brand pillars; Empowering People, Innovation and Collaboration.
15. The #EPIC group meets monthly and the teams are supported by facilitators from HR&OD, systems thinking and communications to help focus the work that the three teams are doing and to pool knowledge and skills, and ensure collaboration across the three teams. Key outcomes and deliverables are agreed to be completed by the next meeting, and the teams and facilitators donate their own time to achieve them.
16. As the group rely on its members to volunteer, the resources are limited so we have partnered with organisations for support including, Engage For Success, who have joined us at #EPIC meetings to share ideas on innovation in engagement and best practice, and Comenius (supplier of grow) who have sponsored our engagement efforts to cover promotional costs (banners, printing and associated collateral).
17. Since the group launched in February 2017 they have launched two new staff engagement initiatives.

EPIC impressions

18. EPIC Impressions was born out of suggestions from the 2016 Staff Engagement Forums that employee recognition is something that could be improved. At the opening #EPIC meeting, the Empowering People team took this on as an area to deliver improvements on. Through idea generation and feasibility exploration, they decided that they wanted to make sure there was a way for employees to

thank each other for a job well done, in a visible and simple way to make sure that efforts were recognised. This was achieved by adapting functionality of our Learning Management Software **grow** and now employees, and councillors can send colleagues an EPIC impression from grow, in the form of a badge (currently 'thank you', 'you're EPIC', 'loving your work' and 'well done') and text with a 2,000-word character limit:

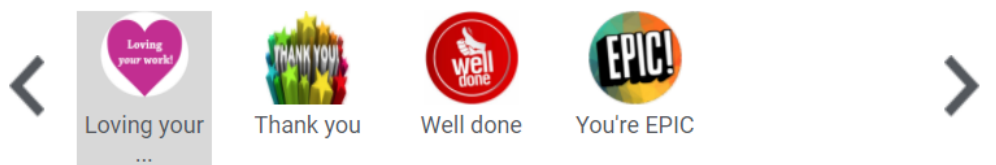
Type a message to send with your EPIC impression.

Adam Feather's manager will see this comment:*

Thank you for getting me the stats for my report so quickly, a massive help, and right on time!

Character limit: 1905

I would like to send Adam Feather a...



19. When an EPIC impression is sent, it goes to both the employee and their manager, to raise the awareness of just how much good work is being done, the impression remains permanently on the employees grow profile, and can be added to appraisals by the recipient or their manager.
20. EPIC impressions launched on the 5th July 2017, with a range of marketing events and information using social media, email, posters, and by members of the #EPIC group working in each of the three main hubs, as well as several depots, to show colleagues how to leave impressions. As at the 20th October:
 - 2,803 EPIC impressions have been sent since the launch day
 - 1,303 individuals have received at least one EPIC impression
 - All directorate areas have both sent and received an EPIC impression
 - 68 service areas have received an EPIC impression, and 66 service areas have sent an EPIC impression
 - 'Thank you' badges are the most popular badge to send (53%)
 - Wednesday is the most popular day of the week to send an EPIC impression
 - The EPIC impressions workspace has had 2,791 unique pageviews since the launch day
 - On average, users spend 1 minute and 14 seconds looking at the EPIC impressions workspace
21. This means there have been 2,803 times a manager has been made aware of the great work a member of their team has done, which they may not have known about, 2,803 times someone has been made aware that their efforts were

appreciated and 2,803 times someone had the opportunity to show appreciation for colleagues and the job they do.

22. To support the launch, we announced an EPIC idea of that month where we picked an EPIC impression which summed up the ethos of EPIC impression and as a result Corporate Directors Carlton Brand and Carolyn Godfrey awarded a cake to Marianne Eattell and Matthew Sawyer (Waste Services).

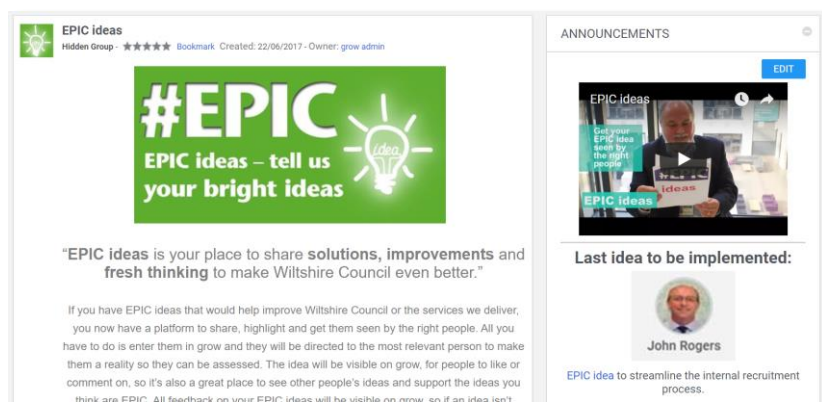


23. From the New Year “EPIC impression of the month” will take place to continue the promotion of this initiative, and to further amplify the recognition of people who are doing a great job. We will be relaunching with #EPIC every four months in the main hubs, EPIC impressions will be live streamed at the staff engagement forums in November, and we also have EPIC impressions day planned next year at the second relaunch.

EPIC ideas

24. This initiative was developed from staff requesting a staff suggestion scheme. However it was clear that if launched the scheme would have to be a success, or it could result in having a detrimental effect on staff engagement. The EPIC group felt that senior support for this initiative was critical and once the #EPIC Innovation team came up with a solution, which again was hosted in grow using adapted functionality, they presented it to senior managers at the Managers Forum, where it was well supported.
25. EPIC Ideas allows employees to go to the EPIC ideas page in grow and submit an EPIC idea. Once an idea is submitted, other employees can comment, ‘like’, or share the idea, generating discussion, awareness and the growth of ideas. The ideas are monitored by the #EPIC group, who in turn find the person who would be responsible for making the idea a reality, and share the idea with them, at which point they become an implementation lead on grow. The implementation

lead then updates the comments section of the idea as to the progress, or reasons not to progress the idea, this is visible to everyone with a grow account, and their feedback can also be commented on.



26. EPIC ideas was launched on September 9th 2017, with a range of marketing events and information using social media, email, posters, and again members of members of the #EPIC group were in the three main hubs and several depots to show colleagues how to leave an EPIC idea, and how to comments about ideas left by others.
27. As at 20th October 57 EPIC ideas have been submitted, and two fully implemented. The most recently implemented EPIC idea is already saving time and resource. John Rogers, Head of Systems thinking had the bright idea of making internal candidate references discretionary for hiring managers, this was passed to the recruitment team and implemented. A significant number of our vacancies are filled by internal candidates so this means in these cases preferred candidates can be processed more quickly to considerably reduce the overall time to recruit.
28. Other ideas submitted are being progressed but in many cases this involves numerous stakeholders so the #EPIC group will continue to drive these to ensure good ideas are implemented.
29. On average, grow has had 283 more unique pageviews every day following the launch of EPIC ideas, compared to the three months before, which is significant.
30. Currently there is a consistent amount of great ideas being submitted, but we will be talking to heads of service to use it to generate ideas around specific service issues, and will be asking for feedback through it with questions that are raised at the next staff engagement forum.

Other staff engagement activities

31. A huge focus of the staff engagement activities is to amplify the organisational culture so that it supports and displays engagement, this includes less corporate

and more 'fun' messaging and communications using rich media (video, audio and photographic images), which will be shared via social media (where appropriate), the intranet, grow and a corporate social media channel. This will support the strengthening of our employer brand, both internally for engagement and retention, but also externally for candidate attraction. This also includes making senior leadership more visible using rich media.

32. Using the drivers of engagement and engagement theory from the [MacLeod report](#), we have mapped the results from the staff survey to show areas that indicate where these drivers require attention, this has been broken down into teams and services HR Business Partners will work with these services to deliver bespoke engagement solutions and where appropriate, these solutions will be rolled out across the council. An example could be a disconnect in a certain service from understanding the business plan so we could build a short learning module to support this in grow, which if shown to be successful could be rolled out to the wider council.
33. Pulse surveys will be introduced shortly as additional functionality in grow. These short surveys will qualitative feedback to support improvements in staff engagement, and most importantly help us measure how successful our staff engagement initiatives are.
34. We are developing an engagement strategy, linked to the business plan and the people and digital strategies, which will inform the internal communications plan.
35. To further reinforce and support our employer brand, we are also launching 'the little book of #EPIC' in the new year, which will raise awareness of the positioning of our employer brand, and also give brand guidelines for how to use it.
36. The success of the #EPIC group, and the impact of the initiatives launched so far, will feature in this year's staff engagement forums where the focus on improving our engagement with staff remains a priority. A film that showcases the #EPIC team will be shown at the Forums and in the film members of the group talk about the experience they have had and why staff engagement is so important.
37. The work of the #EPIC group and other activities taking place to improve staff engagement has also been recognised externally and the Council is now confirmed as finalist in the Engage Awards 2017 in the category "Best Use of Innovation in Employee Engagement".
38. Feedback from the #EPIC group includes:

"After a restructure, which temporarily left me in role I didn't enjoy, #EPIC gave me the platform to put ideas forward and feel listened to. It also gave me motivation, confidence the hope that I can achieve my career goals. I am truly grateful for the opportunity to be part of something so fresh and innovative!" - Wali Rathman, Organisational Development Officer

“Through #EPIC I have met some amazing team members from other departments. I feel refreshed and inspired by the big changes that even small things can make to the Council. The feeling of working with an inspirational, engaged group has made me a better person and this I take back to my team – making me a better manager.” - Lisa Lowton, Street scenes Area Manager



#EPIC Group February 2017

#EPIC 2018

39. Applications to join #EPIC 2018 will be invited in December, and raising awareness of that, and the achievements so far, will take place at this year's Staff Engagement Forums.
40. As well as some further work needed on internal communication, staff recognition and visibility of senior leadership (all areas for improvement identified in the 2016 staff survey results), and ideas and feedback from the Staff Engagement Forums, the new #EPIC 2018 group will also share their own ideas with the aim of developing new initiatives to further improve staff engagement. There have been some star performers in this year's cohort who have expressed an interest in being part of #EPIC 2018 so we will allow these members to reapply, and may nominate some current members to be facilitators for #EPIC 2018.

Overview and Scrutiny Engagement

41. The People Strategy priorities have been subject to the scrutiny of Staffing Policy Committee, who will be kept informed about progress against these.

Safeguarding Considerations

42. 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

43. There are no public health implications as a result of the information in this report.

Environmental and Climate Change Considerations

44. There is no environmental or climate change impacts as a result of the information in this report.

Equalities Impact of the Proposal

45. The new People Strategy has been equality impact assessed.

Risk Assessment

46. There are no risks identified as a result of the information in this report.

Financial Implications

47. There are no financial implications relating to the progress outlined in this report. Staff involved in the #EPIC group do this voluntarily, and the group have also received some sponsorship which is being used to meet the cost of any marketing materials and events.

Legal Implications

48. There are no legal implications identified as a result of the information in this report.

Options Considered

49. No other options have been considered.

Proposals

That the cabinet:

50. endorses the actions and initiatives being taken to deliver the priorities in the new People Strategy to enable the council to attract, retain and develop staff.

51. recommends that Officers proceed with the new initiatives planned for 2018, including a focus on communication, additional staff recognition and continuing to develop alternative approaches for improving the visibility of senior leadership.

Joanne Pitt
Head of HR&OD

Report author: Joanne Pitt, Head of HR&OD

Appendices

Appendix 1 – People Strategy 2017 - 2027

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People Strategy

2017 – 2027



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People Strategy

2017 – 2027

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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.



Our values

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

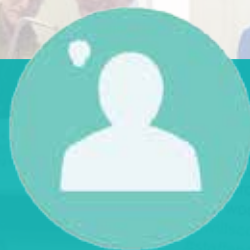


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Empowering people

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.

Our employee promise

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.
- Provide a high quality candidate experience with a seamless candidate journey supporting the development of talent pools, direct sourcing, and delivering 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

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.

- Page 226
- 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 Mountry is one of the south west's top apprentices, after being recognised in the NAA's 2016
[ow.ly/PfOI305tmTe](https://www.ow.ly/PfOI305tmTe)



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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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.

- 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.



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 management and leadership development programmes and initiatives which 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.
- 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.



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.

- 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.



If you want to find out more about working for Wiltshire Council visit our [careers website](#).

You can also keep up to date with the views, news and experiences of our people on our [careers blog](#) and...



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Wiltshire Council

Cabinet

7 November 2017

**Subject: Highway Infrastructure Asset Management System
Contract Award**

**Cabinet Member: Cllr Bridget Wayman, Cabinet Member for Highways,
Transport and Waste**

Key Decision: No

Executive Summary

The highway network and associated infrastructure in Wiltshire has a replacement value of over £5 billion, and represents a significant asset and liability for Wiltshire Council. Tenders have been invited to improve the management of this asset through the procurement of Highway Infrastructure Asset Management System (HIAMS). This will provide the Authority with an improved, modern IT system to replace a number of existing systems currently being used.

The HIAMS will enable the Authority to manage operational activities better including safety inspections, street works management, street lighting and major highway maintenance schemes. The HIAMS will offer full mobile working capability for highways operatives which the Authority cannot achieve with the current systems. The HIAMS will also provide a full complement of asset analysis tools to enable the Authority to improve its understanding of the condition of its highways and associated assets and make better investment decisions.

A full open tender procedure was followed as a joint exercise with Oxfordshire County Council. The tender submissions were assessed in terms of quality and cost, using Quality/Price considerations of 70/30 described in the tender documentation. The quality assessment was evaluated jointly by representatives from Wiltshire Council and Oxfordshire County Council with the Wiltshire Council Procurement Team acting as moderators.

The outcome of the procurement is the award of individual contracts for Wiltshire Council and Oxfordshire County Council. The detailed scoring and financial information is contained in a confidential report to be considered in Part 2 of this meeting.

Proposal

The proposal is to be considered as a Part 2 Item at this meeting.

Reason for Proposal(s)

Wiltshire Council is responsible for 4,500 kilometres of roads, 1,500 bridges and over 40,000 street lights with an estimated replacement value of £5 billion. The local highway network is vital for providing connectivity for businesses and communities. Effective maintenance to ensure its availability is essential to the economic development of the county.

Procurement of a modern Highways Infrastructure Asset Management System will provide Wiltshire Council with the digital tools to improve the efficiency of key and statutory services such as major maintenance, highway safety inspections, street lighting repairs, traffic management and road space co-ordination. It will enable the Council to achieve long-term improvements in asset condition through improved investment decisions and to deliver an efficient and modern highways service.

Following a full open procurement exercise with Oxfordshire County Council the submitted tenders have been assessed in terms of quality and price.

The most advantageous tender for the Councils, taking into account quality and price, should be accepted in accordance with the procurement procedures. The detailed scoring and financial information is contained in a confidential report to be considered in Part 2 of this meeting.

Alistair Cunningham, Corporate Director

7 November 2017

**Subject: Highway Infrastructure Asset Management System
Contract Award**

**Cabinet Member: Cllr Bridget Wayman, Cabinet Member for Highways,
Transport and Waste**

Key Decision: No

Purpose of Report

1. To seek approval to award a contract for a Highway Infrastructure Asset Management System.

Relevance to the Council's Business Plan

2. The Wiltshire Council Business Plan 2017 – 2027 sets out the vision to create strong communities, with priorities for growing the economy, strong communities and protecting the vulnerable. As part of growing the economy it is acknowledged that it is necessary to bring the county's roads up to an acceptable state. The goal is that road infrastructure is improved and to:
 - Improve asset management and the use of investment to improve the condition of Wiltshire roads (implementing our Highways Asset Management Strategy).
 - Promote and further development the MyWiltshire platform to improve and increase the reporting of issues.

Background

3. The Council is responsible for the maintenance of the roads in Wiltshire, with the exception of motorways, trunk roads and those in private ownership. The highway network represents the Council's biggest asset, and is possibly its most significant potential liability. Maintaining a fit for purpose highway network is crucial to support economic development and to ease the movement of goods and people.
4. The highway network in Wiltshire comprises 4,500 kilometres of road, 3.9 million square metres of footway, 1,500 bridges and over 40,000 street lights with a replacement value of over £5 billion. It would cost over £330 million to resurface all of the roads, with additional costs to repair structural damage.
5. The condition of the county's roads is important to the public. This is demonstrated by the results of the Council's People's Voice and the National Highways and Transportation (NHT) surveys, which indicate low levels of

public satisfaction with road conditions. In the Council's consultations on budget setting, expenditure on roads is the service area where the public consistently wish to see more spent.

6. The Council applies the principles of asset management to the maintenance of the highway network. This involves developing lifecycle plans to demonstrate how funding and performance requirements are achieved through appropriate intervention and investment strategies, with the objective of minimising expenditure while providing the required performance.
7. Asset Management has been widely accepted by Central and Local Government as a means to deliver a more efficient and effective approach to the management of highway infrastructure assets through longer term planning, ensuring that standards are defined and achievable for available budgets.
8. Wiltshire Council recognises the importance of adopting such an approach for its most valuable asset, and has developed and published a Highway Asset Management Policy and Strategy. This demonstrates Wiltshire Council's commitment to ensuring the public can safely use the highway and contributes to the achievement of its corporate goals.
9. A vital part of implementing and maintaining an asset management approach is through the use of Asset Management Systems to provide information on the location, type and performance of highway infrastructure assets. They can support decision making and the operational and strategic parts of the service. Knowledge of the asset, its condition and its performance is vital for making the right investment decisions, as well as for demonstrating to senior decision makers and stakeholders the overall investment requirements.
10. The use of Wiltshire's Asset Management Systems and the analysis of Wiltshire's asset data were used to make the case for the 'Local Highways Investment Fund 2014 – 2020' to address the backlog of maintenance required on the network. This initiative has increased the annual road maintenance funding in Wiltshire to £21,000,000 in recent years.
11. In 2014 the Council received £3,010,025 funding from the Department for Transport (DfT) as part of the weather repair fund after the severe weather and flooding in early 2014. Wiltshire Council also secured £3,063,000 through a bidding process where local highway authorities had to demonstrate a number of practices, including the use of asset management principles and innovation. The use of asset management data was vital in achieving this additional funding.
12. The DfT has set aside £578 million nationally between 2015/16 – 2020/21 as an incentive fund scheme to reward local councils who demonstrate they are delivering value for money in carrying out cost-effective improvements. Local councils in England submit an annual self assessment questionnaire in order to be awarded a share of the incentive fund. The questionnaire consists of 22 questions covering topics relating to asset management and maintenance operations, and authorities must score themselves out of 3 levels. In order to achieve highest Band 3 the Local Authority needs to have robust asset management procedures.

13. The Wiltshire Council latest assessment indicates that Band 3 has been achieved, which ensures that Wiltshire receives its full allocation from the incentive fund. By 2020/21 the difference between achieving Band 1 and Band 3 for Wiltshire Council would be £2,782,000 annually, so it is important that Wiltshire maintains its Band 3 status.
14. Asset management and the use of Asset Management Systems have become increasingly important for highways departments across the UK, especially in view of the DfT Incentive Fund and the need to ensure value for money. Highway Asset Management involves using long-term planning and an understanding of roads, bridges and drainage assets and their condition to help deliver a more efficient and cost-effective maintenance service. It is important to have appropriate systems in place to enable effective asset management. Approving the award of this contract will enable the implementation of a Highways Infrastructure Asset Management System that strongly focuses on mobile working, analysis tools and operational efficiency.

Main Considerations for the Council

Invitation to Tender

15. The full open procurement of the Highway Infrastructure Asset Management System has been carried out jointly with Oxfordshire County Council in order to reduce costs and provide an attractive package for bidders.
16. In compliance with the open tender process all tender documents were made available to potential bidders on 17 July 2017 for return by 22 August 2017. At the request of Oxfordshire County Council this deadline was extended to 22 September 2017. The tender documents included a Quality Questionnaire and a Price List for the bidders to complete.
17. The Quality Questionnaire comprised 3 parts:
 - Part 1 - Mandatory Requirements - Bidders must meet these mandatory requirements
 - Part 2 - Quality Evaluation Questions - This comprises of four sections:
 - Solution, Delivery, Support and Maintenance
 - Data Analysis and Information Management
 - Technical and Functional
 - Ease of Use and Integration
 - Part 3 - Live System Demonstration – This comprises of four sections the details of which were sent to bidders seven days before their demonstration:
 - Scenario A: Planned Works
 - Scenario B: Inspections and Defect Repair
 - Scenario C: Street Works
 - Scenario D: Street Lighting

18. The tenderers had to complete the Price List of items which reflected the solution and services to be procured through the contract.
19. The assessment has been based on 70% quality and 30% price as set out in the tender documents.

Quality Assessment

20. The Quality Questionnaires were assessed and scored by representatives from Wiltshire Council and Oxfordshire County Council's Highways and ICT teams. The weightings given to each aspect of the Quality Questionnaire and the tender assessment procedure are described in **Appendices 1 and 2 and include worked examples.**
21. The Quality Scores were calculated for each tenderer by dividing their initial quality scores awarded by the panel by the highest initial quality score. Thus the tenderer with the highest initial quality score from the Quality Evaluation was awarded a score of 100.00% and all the others are awarded Quality Scores pro rata to their initial quality scores (rounded to two decimal places).
22. The outcome of the tender quality assessment is reported in the Part 2 item to be considered at this meeting.

Price Assessments

23. Tenderers completed and submitted a Price List which contained a schedule of rates for the solution proposed and items of work required under the contracts. This included rates for software, licensing and support. The tender assessment procedure for the prices submitted is described in **Appendix 3 and includes a worked example.**
24. The lowest value calculated from the price assessment was awarded 100%. The cost scores for all the other tenderers were calculated by dividing the lowest value by each tender value in turn.
25. The outcome of the price assessment is reported in the Part 2 item to be considered at this meeting.

Comparison of Bids

26. The tender assessment process has recognised the vital importance of delivering a high quality solution with strong mobile working and analysis tools, and has also recognised the importance of a cost-effective solution. Consequently, bids have been evaluated on a 70/30 Quality/Price basis in order to reflect the relative importance of these two aspects for this contract.
27. The quality and price scores of the tenderers were combined to determine the preferred contractor. The full details of the assessment are described in the Part 2 Item to be considered at this meeting.

Next Stages

28. Following a decision to award the contract there will be a ten day standstill period during which other tenderers may make a legal challenge to the award of the contract.
29. Subject to the outcome of the decision by Cabinet, and assuming no legal challenge is received; the intention is to begin the implementation period. There will be a significant amount of preparatory work for the successful bidder and Council staff in arranging the necessary resources, configuration, data transfer and training for the contract start date of 1 April 2018.

Overview and Scrutiny Engagement

30. The Environment Select Committee Chairman and Vice Chairman were briefed about the procurement exercise on 11 October 2017 by Parvis Khansari and Paul Bromley. The meeting discussed the budget and functionality of the current systems, as well as the benefit of procuring a new single system.
31. The ESC Chairman and Vice-Chairman were very interested in the new system and felt that the Committee should have the opportunity to be updated by Officers. It was agreed that a presentation will be received by the Committee at 21 November meeting on the procurement process, how the new system will inform the capital programme and the IT support required to help progress the project.

Safeguarding Implications

32. There are no safeguarding implications.

Public Health Implications

33. Improved understanding of asset condition and targeting investment in road maintenance through the implementation of the Highway Infrastructure Asset Management System will have benefits for public health. The improved road surfaces, better skid resistance and associated safety improvements would help reduce the numbers killed and injured on the road network. These improvements would complement the other measures to improve road safety, such as traffic calming and speed limits, being introduced through the Local Transport Plan funding and the Community Area Traffic Groups.
34. The improved road surfaces, particularly on the minor urban roads, would be of benefit to cyclists and pedestrians, and with suitable publicity campaigns could be used to encourage these healthier means of transport. At present the condition of some of the urban roads may discourage cycling as cyclists are adversely affected by poor road conditions and uneven or damaged surfaces.
35. Roads in poor condition in urban areas can result in disturbance and noise for residents, especially on busier routes carrying heavy goods vehicles at night. Better road surfaces could result in reduced background noise in residential areas, with potential mental and physical health benefits. The new Highway

Infrastructure Asset Management system will help improve the maintenance of the highway network.

Procurement Implications

36. The procurement has followed the open procedure, with the relevant OJEU notices and procedures being complied with.
37. Wiltshire Council's Procurement Team has led on this joint procurement with Oxfordshire County Council, and has monitored the procurement and tender assessment processes to ensure they are carried out properly, to reduce the risks, and providing a procurement process that is easily understood, clear and fair.
38. The quality assessment was scored jointly between Wiltshire Council and Oxfordshire County Council staff with relevant experience, and the price assessments were undertaken separately. The procurement will result in each Authority awarding a separate contract.
39. The detailed scoring and financial information on the tender assessment is contained in the report to be considered in Part 2 of this meeting.

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

40. The improvements in road condition and safety anticipated with the improvement in maintenance decisions achieved through the implementation of the Highway Infrastructure Asset Management System would be expected to benefit all road users, but especially the more vulnerable, including pedestrians, cyclists and other non-vehicle users.
41. The highway network is important to road users, local businesses and public transport operators. Improving maintenance decisions and the Authority's ability to manage traffic with a modern software solution will help to ensure that transport disruption and its impact on users is kept to minimum.

Environmental and Climate Change Considerations

Question 1

42. **Will the proposal result in energy consumption associated with the service area increasing, decreasing or remaining roughly at current levels? Please consider emissions from both static¹ and transport² sources. For the purposes of this question contractor emissions are to be included as part of the energy consumption of the service area that manages the contract.**
43. The proposal should result in energy consumption associated with the service area decreasing. The highways service is making large strides in improving efficiency embracing digital and mobile technology, and the development of the My Wiltshire platform has been leading the way. By allowing staff to carry out inspections and contractors to record repairs in the field we will be

reducing the use of paper and the double handling of information, which will have a positive environmental impact. The procurement of a Highway Infrastructure Asset Management System will enable a more mobile workforce by moving street works inspections, street lighting and major maintenance onto mobile platforms, enabling more efficient workload and travel planning and further reducing the use of paper and the need for staff to return from the field to the office. It will ensure all data is held in one system and is easily accessible to staff.

Question 2

44. What measures have been introduced, or are planned to be introduced, to reduce the carbon emissions associated with the proposal.

45. A modern, highly mobile Asset Management System providing the tools to develop a well-informed preventative maintenance programme will enable traffic disruption to be kept to a minimum. With unplanned maintenance the delays to traffic and associated fuel consumption can be considerable. In the longer term a more robust highway network, with roads in better condition, would require less reactive maintenance and reduced travelling to respond to potholes and localised defects.

Question 3

46. From the perspective of day to day environmental management, what risks associated with the proposal have been identified and how are they going to be mitigated?

47. There are no major day to day risks associated with this proposal. The award of a Highway Infrastructure Asset Management System Contract will provide the Authority with the software to improve the management and efficiency of the Highways Service.

Question 4

48. If the service or contract is planned to last longer than 20 years, how have issues related to the unavoidable consequences of climate change been integrated and mitigated? For example, increases in the mean summer temperature and increased vulnerability to adverse weather events like heavy snow or rain leading to flooding.

49. The Highways Infrastructure Asset Management System Contract will have a maximum contract period of ten years. The road network is particularly vulnerable to the effects of climate change. In recent years we have seen the effects of severe winters which have resulted in damage to the roads and an increase in the number of potholes. In long periods of hot weather the surfaces can be damaged by melting, resulting in roads becoming slippery or deforming under traffic loads. By building up a greater understanding of network condition and improving the efficiency of our operations through the use of a modern Highway Infrastructure Asset Management System it is possible to make more informed maintenance decisions to arrest deterioration and minimise the effects of climate change.

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

50. By not proceeding with the award for the implementation and delivery of the Highway Infrastructure Asset Management System contract, it is likely that the planned work on the network will not deliver maximum benefits. Road conditions could deteriorate, accidents increase, and public satisfaction would decline further.
51. By not taking the opportunities to use the latest software technology in the highways industry, Wiltshire Council could be at risk of failing to improve the efficiency and effectiveness of its operations, which includes major and reactive maintenance, improving road safety, improving road condition and improving traffic congestion. Embracing the latest technology would enable Wiltshire Council to better manage and understand its highway assets which would help reduce the risks of damage, injury or death to Wiltshire's road users.

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

52. There is a risk that, despite the stringent procurement procedure and assessment processes, the selected solution does not meet expectations and performance is not as good as anticipated. The potential issues, especially with regards to performance, are well understood and a contract management process is being put in place to manage those risks.
53. All highways staff will need to be trained in the use of a new software solution. In order to reduce risks there will be a four month mobilisation period where all staff will receive the training they need to use the new system to its full potential. Teams will be required to have staff trained to 'super user' level with the confidence to liaise with the supplier over queries and problems. 'Super users' will support the development of their teams and maximise their use of the system.
54. There is a small risk that data could be lost during migration to the new system. This has been mitigated by a detailed implementation plan, and where possible data will be backed up before transferring it to the new system. No sensitive data is used in this exercise.
55. There is a risk that there could be a legal challenge to the contract award. There is a ten day standstill period following award during which this could happen. The processes followed in procuring the contract have followed the required procedure in order to reduce the risk.

Financial Implications

56. The financial implications of the award of the contracts are discussed in the Part 2 report which will be considered at this meeting.

Legal Implications

57. The Council has a duty under the Highways Act 1980 to maintain the county's roads. The highway inspection procedures, policies and improvement plans ensure that this duty is fulfilled. An improved Highway Infrastructure Asset Management System will help the Council improve the way it manages its assets and statutory obligations under this Act.
58. The Council has a duty under the Traffic Management Act 2004 to manage its road network to make sure that traffic can move freely on its roads and on the roads of other traffic authorities. It also designates powers to local authorities to direct when works are carried out or where new apparatus is placed. Greater efficiency and improved decision making can be achieved through the introduction of a modern Highway Infrastructure Asset Management System with mobile capabilities.
59. The procurement process was carried out in accordance with the Council's policies and procedures contained within its Constitution and any European legislation as applicable.

Options Considered

60. Not proceeding with the contract award will deny the Council the opportunity to embrace the latest software technology in the highways industry. Wiltshire Council could be at risk of failing to improve the efficiency and effectiveness of its operations, which includes major and reactive maintenance, improving road safety, improving road condition and improving traffic congestion.
61. The tenders submitted for the contracts have been assessed in terms of quality and price in accordance with the agreed procedure, and the most suitable tenderer has been identified.

Conclusions

62. The result of the assessment to identify the preferred bidder is described in the Part 2 item to be considered at this meeting. The most advantageous tender for the Council, taking into account quality and price, has been identified in accordance with the procurement procedures.

Parvis Khansari (Director - Highways and Transport)

Report Author: Paul Bromley, Highways Asset Manager
paul.bromley@wiltshire.gov.uk

Date of report 26 October 2017

Appendices

Appendix 1 - Tender Evaluation Procedure with Worked Example
Appendix 2 - Quality Evaluation Procedure with Worked Example
Appendix 3 - Pricing Evaluation Procedure with Worked Example

Background Papers: None

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Tender Evaluation Procedure with Worked Example

4.1 Evaluation Stages

These stages should be undertaken sequentially, however for efficiency they may happen in parallel. The commencement of the evaluation of any Stage is not an indication that any previous Stage has been successfully passed.

Stage 1 – Verification

All responses will be checked to ensure that the expected documents have been submitted and are complete and the Form of Tender duly signed.

Stage 2 – Selection Criteria

The Standard Selection Questionnaire will be checked to ensure that there are no responses that are deemed to be a fail and lead to rejection of the Tender. The relevant assessment criteria are laid out in the Table at Annex 1 to Schedule 8.

Stage 3 – Quality and Price Evaluation

All completed tenders received will be evaluated by:

- Representatives from the Wiltshire and Oxfordshire Councils Highways teams, Procurement and Finance Teams and Wiltshire Councils Street Lighting Consultant WS Atkins, though they may seek support from other colleagues where they consider that necessary

Any Contract(s) awarded as a result of this procurement will be awarded on the basis of the offer that is the most economically advantageous to the Authorities.

Submissions will be evaluated against the following Award Criteria;

- 70% Quality of which %
 - 60% Quality Questions
 - 40% Demonstrations
- 30% Cost
 - Tendered Price from Schedule 10 Bill of Quantities tab “summary sheet” cell C 16 Total Tender Cost

4.2 Quality Evaluation

Quality Questions

There are pass/fail Mandatory Requirements in Schedule 2 – Specification, Section 2 *General Requirements for Wiltshire Council & Oxfordshire County Council* and Schedule 2 Section 3 *Core Business Requirements for Wiltshire Council and*

Oxfordshire County Council that require a response in Schedule 9 – Part 1. Any fails will lead to rejection of the Tender.

The mandatory requirements set out in Schedule 2 - Specification Section 2 *General Requirements for Wiltshire Council and Oxfordshire County Council* apply to the entire solution and all modules proposed by the tenderer.

The scoring scale for the Quality Question element is:

Assessment	Mark	Interpretation
Excellent	10	<i>Exceeds the requirement. Exceptional demonstration by the Tenderer of how they will meet this requirement by their allocation of skills and understanding, resources and quality measures. Response identifies factors that demonstrate added value, with evidence to support the response.</i>
	9	
Good	8	<i>Satisfies the requirement with minor additional benefits. Above average demonstration by the Tenderer of how they will meet this requirement by their allocation of skills and understanding, resources and quality measures. Response identifies factors that demonstrate added value, with evidence to support the response.</i>
	7	
Acceptable	6	<i>Satisfies the requirement. Demonstration by the Tenderer of how they will meet this requirement by their allocation of skills and understanding, resources and quality measures, with evidence to support the response.</i>
	5	
Minor Reservations	4	<i>Satisfies the requirement with minor reservations. Some minor reservations regarding how the Tenderer will meet this requirement by their allocation of skills and understanding, resources and quality measures, with limited evidence to support the response.</i>
	3	
Serious Reservations	2	<i>Satisfies the requirement with major reservations. Considerable reservations regarding how the Tenderer will meet this requirement by their allocation of skills and understanding, resources and quality measures, with little or no evidence to support the response.</i>
	1	
Unacceptable	0	<i>Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate how the Tenderer will meet this requirement by their allocation of skills and understanding, resources and quality measures, with little or no evidence to support the response.</i>

Tenderers are to provide their response to the questions in the tender documents where those questions appear in the tender document rather than simply cross-referring. If tenderers cannot fit a response into the form at that point, the answer

response space can be expanded to accommodate the response while adhering to limits set. If it is necessary for tenderers to cross-refer to another document that they are submitting with the tender, it is the tenderer's responsibility to make sure that this is done clearly, in a way that is easy to follow and identifies the document, the page and paragraph that deals with the question. If the reference is ambiguous or the Authorities cannot trace or follow an answer, that will be at the tenderer's risk, and is likely to have a detrimental effect on the evaluation of the tender. Evasive, unclear or hedged Tenders may be discounted in evaluation and may, at the Authorities discretion, be taken as a rejection by the Tenderer of the terms set out in this ITT.

When completing the questions tenderers must make sure that they answer what is being asked, but wherever possible tenderers should demonstrate how they will go further than what is being asked for, to add value.

Tenderers should also make sure that their answers inform not just what they will do, but how they will do it, and what their proposed timescales are (as relevant). It is useful to give examples or provide evidence to support your responses. The purpose should be to include as much relevant detail as required, so that the evaluation panel gets the fullest possible picture.

Scores are arrived at following the application of the Evaluation Criteria set out in the Annex 1 to Schedule 9 which shows a worked example of evaluating a question (2.1) to demonstrate the method, plus how the quality and demonstration scores are combined for a total quality score.

While the Demonstrations have their own scoring element, they will also be used to moderate the quality scores in relation to the written answers where it is considered by the Authorities that is necessary i.e. something emerges during the demonstrations that might mean a score is adjusted either upwards or downwards.

Appropriate representative(s) from each of the areas identified above will separately evaluate all relevant documentation submitted by tenderers' and will subsequently meet to discuss their scores, to agree a final moderated score for each question.

The moderated scores for Quality will be the same for Wiltshire Council and Oxfordshire County Council.

4.3 Software Demonstration

Tenderers will be required to demonstrate their proposed systems to the Authorities Tender Evaluation Panel (and potentially other representatives of the Authorities).

The demonstration will consist of four (4) scenarios to be performed in a live system environment and are to reflect the actual system functionality available from the contract start date. The scenarios will enable Tenderers to demonstrate complete end to end processes. The tenderers should demonstrate their understanding of the client's needs through their review of the Specification Schedule 2 to enable them to

complete the demonstration. An outline of each scenario will be provided (7) days before the interview date.

Where mobile software is to be used as part of the demonstration it must be conducted using local 3G /4G connectivity and a mobile/smart device.

The outcome of the demonstration will be scored and this score will form part of the overall Quality Score.

Scores are arrived at following the application of the Evaluation Criteria set out in Annex 1 to Schedule 9 that includes a worked example of how Q2.1 is evaluated to show the method applied to each quality question/demonstration, plus how the quality and demonstration scores are combined for a total quality score.

4.4 Price Evaluation

Separate Bills of Quantities have been produced one for Wiltshire Council's requirements and one for Oxfordshire County Council's requirements.

These Bills of Quantities will be evaluated separately by each Authority to determine the Price used for evaluation. The individual price score for each Authority will be added to the jointly evaluated Quality score to produce a total evaluation score for Wiltshire Council and a separate total evaluation for Oxfordshire County Council. This could result in each Authority awarding to a different contractor.

Scores are arrived at following the application of the Evaluation Criteria set out in the Annex to Schedule 10 that includes a worked example.

Any tender that is found to be too low to be credible will be excluded from further consideration. In this instance, the Authority will initially clarify with the tenderer whether the pricing is correct and has been interpreted correctly. As part of the clarification, evidence will be required to demonstrate that the charges are accurate, achievable and sustainable. If following the clarification, any charge is found to be abnormally low, that tender will be rejected in accordance with the Public Contract Regulations 2015 regardless of how many points it scores in all other aspects.

Any tender which is found to be too high to be acceptable will be excluded from further consideration. In this instance, the Authority will initially clarify with the tenderer concerned whether the pricing is correct and has been interpreted correctly. If following the clarification, any charge is found to be too high to be acceptable, that tender will be rejected in accordance with the Public Contract Regulations 2015 regardless of how many points it scores in all other aspects

4.5 Determining the final evaluated score

The final assessment of each compliant tender will be based on the aggregated score for the Quality/Price submission based on a ratio of 70:30. (Quality score x 70% + Price score x 30%).

The Tenderer receiving the highest combined Quality/Price score shall be awarded the Contract. The table below shows a worked example.

Wiltshire Council Final Evaluated Score

	Quality Marks	Best Quality Score (Q)	Price score	Combined Score (Q x 0.7) + (P x 0.3)
Tender A	63.03	83.48%	78.18%	81.89%
Tender B	65.40	86.62%	46.60%	74.61%
Tender C	71.90	95.23%	100.00%	96.66%
Tender D	75.50	100.00%	67.6%	90.28%

Tender C is the successful submission in the example.

Oxfordshire County Council Final Evaluated Score

	Quality Marks	Best Quality Score (Q)	Price score	Combined Score (Q x 0.7) + (P x 0.3)
Tender A	63.03	83.48%	86.79%	84.47%
Tender B	65.40	86.62%	61.54%	79.10%
Tender C	71.90	95.23%	100.00%	96.66%
Tender D	75.50	100.00%	79.28%	93.78%

Tender C is the successful submission in the example.

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Appendix 2 – Quality Assessment Procedure with Worked Example

Evaluation Criteria: Commercial	Questions	Percentage	Weighting multiplier	Means of Evaluation
	Mandatory Requirements	N/A		
Schedule 9 Part 1	The Tenderer must comply with all Mandatory Requirements in Schedule 2 – Specification, Section 2		N/A	Pass / Fail
Schedule 9 Part 1	The Tenderer must comply with all Mandatory Requirements in Schedule 2 – Specification, Section 3		N/A	Pass / Fail
Evaluation Criteria: Technical	Questions	Percentage (Total 70%)	Weighting multiplier	Means of Evaluation
	Evaluation Questions			
2.1	Solution Delivery, Support and Maintenance	7.5%		
2.1.1	<p>Provide an implementation project plan, covering the implementation period in order to achieve a functioning solution on or before 1st April 2018. Please include:</p> <ul style="list-style-type: none"> • Delivery timescales • data migration plans • system and end user training • risk management • system integration • testing and acceptance plans • Dependencies on third party suppliers including details of licensing • Please state clearly what is expected of the client IT and Highway resource during this time. 		3	Moderated Score
2.1.2	Provide details on the hosting and infrastructure proposed for your solution. Please provide the client requirements for running and accessing the software including hardware and network requirements.		1	Moderated Score
2.1.3	<p>Detail your proposals to provide efficient and timely on-going technical support and maintenance for the solution. Please include:</p> <ul style="list-style-type: none"> • SLA's 		3	Moderated Score

	<ul style="list-style-type: none"> • Process Map • Opening Times • Out of Hours Process • User guides • Warranty support • Please state what is expected of the client IT and Highway resources 			
2.1.4	<p>Detail how you manage security, continuity and availability of the live system including but not limited to:</p> <ul style="list-style-type: none"> • standards that you comply to e.g. ISO27001, CSA CCM version 3.0, Cyber essentials • How you regularly review security controls • how personally identifiable information is protected within the system. • Access restrictions in management interfaces and support channels • continuity plans & testing of continuity plans • roles and responsibilities of staff during business continuity disaster events • incident and problem procedures • Standard Operating Procedures • Availability monitoring • Frequency of upgrades and how these are managed to minimise disruption to the client. • What client resources are required by the client to assist 		3	Moderated Score
2.2	Data Analysis & Information Management	20%		
2.2.1	<p>Detail how your proposed solution is able to analyse condition survey data including SCRIM and SCANNER and multiple complex datasets such as defect data, collisions and claims to automatically generate and prioritise scheme lists with automatic recommended treatment types based on user defined parameters.</p> <p>Please include details on how the system enables users to define parameters, and how it analyses the data. How scenarios can be run to identify roads in the worst condition and schemes by cost effectiveness. Include how the system provides spatial representation of the data.</p>		3	Moderated Score

2.2.2	Provide detailed evidence on how your solution enables the client to carry out backlog calculations and financial modelling.		3	Moderated Score
2.2.3	Referring to the general and core system requirements in Schedule 2, provide examples of the reports that will be supplied as standard for each of modules within the solution. Please explain how this information is made accessible to different organisational levels. Provide details on how the system enables users or administrators to create their own reports and datasets from the data.		2	Moderated Score
2.3	Technical & Function	25%		
2.3.1	Provide details of how your solution will meet the general requirements in Schedule 2 Section 2.		2	Moderated Score
2.3.2	Provide details of how you will provide solutions to meet the core systems requirements of the specification in Schedule 2 Section 3. Include details on how you might exceed expectations.		3	Moderated Score
2.3.3	Detail how your solution enables a truly mobile workforce. Please also include your minimum and optimal hardware and operating requirements for mobile working and detail offline capabilities for areas with poor mobile network coverage.		3	Moderated Score
2.4	Ease of Use and Integration	7.5%		
2.4.1	Provide details and recommendations on how the Authority could improve efficiencies in service delivery through the use of your solution. <ul style="list-style-type: none"> • What will we achieve at Go-Live • Timescale of what else can be achieved 		2	Moderated Score
2.4.2	Describe how your solution provides a truly integrated approach to asset management. To include but not limited to: <ul style="list-style-type: none"> • How core requirements in Schedule 2 Section 3 are linked providing a seamless user experience • Ease of access for users to asset information and history including condition, inspections, maintenance, financial information and documents • Visual data representation • Ability to use multiple forms/screens at the same time 		3	Moderated Score
2.4.3	Provide details on how your solution will integrate/interface with other systems. Please include an example relating to a maintenance contractors programming/financial system and a client web based Customer Reporting System.		2	Moderated Score
3.1	Scenario A: Planned Works	15%		Presentation

3.1.1	To be confirmed seven days before the live system demonstration		3	Moderated Score
3.1.2	To be confirmed seven days before the live system demonstration		3	Moderated Score
3.1.3	To be confirmed seven days before the live system demonstration		2	Moderated Score
3.2	Scenario B: Inspections and Defect Repair	15%		Presentation
3.2.1	To be confirmed seven days before the live system demonstration		2	Moderated Score
3.2.2	To be confirmed seven days before the live system demonstration		3	Moderated Score
3.2.3	To be confirmed seven days before the live system demonstration		2	Moderated Score
3.3	Scenario C: Street Works	5%		Presentation
3.3.1	To be confirmed seven days before the live system demonstration		3	Moderated Score
3.3.2	To be confirmed seven days before the live system demonstration		3	Moderated Score
3.3.3	To be confirmed seven days before the live system demonstration		2	Moderated Score
3.4	Scenario D: Street Lighting	5%		Presentation
3.4.1	To be confirmed seven days before the live system demonstration		3	Moderated Score
3.4.2	To be confirmed seven days before the live system demonstration		3	Moderated Score
3.4.3	To be confirmed seven days before the live system demonstration		2	Moderated Score

Quality Assessment - Example

The table below shows how the quality score is divided between the evaluation questions in each section. The sum of all the weighted scores is therefore equal to the Tenderers Quality score out of 100 that will then be converted to a total score out of 60.

Section Number	Title	Percentage of the Total Evaluation Score
2.1	Solution Delivery, Support and Maintenance	7.5%
2.2	Data Analysis & Information Management	20%
2.3	Technical & Function	25%
2.4	Ease of Use and Integration	7.5%
3.1	Scenario A: Planned Works	15%
3.2	Scenario B: Inspections and Defect Repair	15%
3.3	Scenario C: Street Works	5%
3.4	Scenario D: Street Lighting	5%
Total Quality Percentage		100%

A weighted score is calculated for each evaluation question.

The Table below shows an example scoring to the Evaluation Questions in Section 2.1.

This Section is accountable for **7.5%** of the total Quality Submission score.

Question Ref No.	Evaluation Question	Score 0 - 10	Question Weighting (1-3)	Max Score Available	Weighted Score
2.1.1	Implementation Project Plan	8	3	30	24
2.1.2	Details of Hosting and Infrastructure	7	1	10	7
2.1.3	Technical Support	5	3	30	15
2.1.4	Managing Security	7	3	30	21
Totals		27	10	100	67
Total Weighted Score for Section 3.1				<u>5.03%</u>	

The weighted score for each section’s evaluation question response is derived by multiplying the score out of 10 by the weighting of the individual question. Thus, a score of 8 out of 10 for question 2.1.1 as shown above, results in a weighted score for that question of 24. (8 x 3 = 24)

The total weighted score for each Section is derived by dividing the Total Weighted Score for each question by the total Maximum Score Available for the section and multiplying this by the Percentage Evaluation Score for the section. Thus, a score for

section 2.1 as shown above results is a total score of 5.03%. $((67/100) \times 7.5\% = 5.03\%)$

The total weighted scores for each section are then carried forward into the evaluation table as illustrated below.

	Section 2.1	Section 2.2	Section 2.3	Section 2.4	Section 3.1	Section 3.2	Section 3.3	Section 3.4	Total Mark	Total Score
Tender A	5.03	10	16	4.5	11	10	4	2.5	63.03	83.48
Tender B	5.9	12.5	17	7	11	14	3.5	4.5	65.40	86.62
Tender C	6.4	14	12.5	6	14	13	3	3	71.9	95.23
Tender D	7	16	18.5	5	11	10	4.5	3.5	75.5	100.00

Evaluation Table

The sum of all the weighted scores is therefore equal to the Tenderers Quality score out of 100.

The highest total score is awarded 100 then the remaining scores are expressed as a percentage of the highest score rounded to two decimal places..

E.g. Tender A: $63.03/75.5 \times 100 = 83.48\%$ of the highest Tender (D)

These Quality Scores are carried forward to the Quality and Price Evaluation as section 4.5 of the ITT – Determining the final evaluated score.

Appendix 3 - Pricing Evaluation Procedure with Worked Example

Evaluation of the Financial Submission will be based on the tendered price for the Bill of Quantities in Schedule 10 (Tab *Summary Sheet Cell C16*).

The lowest tendered total will be given 100 marks with all other scored pro-rata; a worked example is shown below;

Wiltshire Council Bill of Quantities

	Price (£)	Score
Tender A	153, 500	78.18
Tender B	257, 500	46.60
Tender C	120 000	100.00
Tender D	177, 500	67.6

The lowest total price (Tender C) is awarded 100.00 then the remaining scores are expressed as a percentage of the lowest score.

Therefore for Tender A: $\text{£}120\,000 / \text{£}153,500 \times 100 = 78.18\%$ of the lowest tender (C).

Oxfordshire County Council Bill of Quantities

	Price (£)	Score
Tender A	253, 500	86.79
Tender B	357, 500	61.54
Tender C	220, 000	100.00
Tender D	277, 500	79.28

The lowest total price (Tender C) is awarded 100.00 then the remaining scores are expressed as a percentage of the lowest score.

Therefore for Tender A: $\text{£}220,000 / \text{£}253,500 \times 100 = 86.79\%$ of the lowest tender (C).

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