

SUMMONS

Meeting: Council

Place: Council Chamber, County Hall, Trowbridge, BA14 8JN

Date: Tuesday 11 July 2017

Time: 10.30 am

Councillors are reminded to sign the attendance book before entering the Council Chamber

Please direct any enquiries on this Agenda to Kieran Elliott, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718504 or email kieran.elliott@wiltshire.gov.uk

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

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Public Participation

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

For extended details on meeting procedure, submission and scope of questions and other matters, please consult [Part 4 of the council's constitution](#).

The full constitution can be found at [this link](#).

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

1 **Apologies**

To receive any apologies for the meeting.

2 **Minutes of Previous Meeting** (*Pages 7 - 22*)

To approve as a correct record and sign the minutes of the Annual meeting of Council held on 16 May 2017

3 **Declarations of Interest**

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

4 **Announcements by the Chairman**

To receive any announcements through the Chair.

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named above for any further clarification.

Questions

To receive any questions from members of the public received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named above (acting on behalf of the Corporate Director) **no later than 5pm on 4 July 2017** in order to be guaranteed a written response. Questions received after this deadline and no later than 5pm 6 July 2017 will receive a verbal response. Please contact the officer named on the first page of this agenda for further advice.

Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Councillors prior to the meeting and made available at the meeting and on the Council's website..

6 **Petitions**

6a) **Petition Received - Review of Traffic Calming Measures - Calne**
(Pages 23 - 24)

Councillor Ian Thorn has submitted a petition on behalf of residents in his Calne Central Division seeking a review of traffic calming measures in Prince Charles Drive, details attached.

6b) **Petitions Update** (Pages 25 - 28)

Report of the Democratic Governance Manager

ANNUAL REPORTS

7 **Corporate Parenting Panel Annual Report 2016-17** (Pages 29 - 56)

To receive the Annual Report of the Corporate Parenting Panel for 2016/17

8 **Overview and Scrutiny Annual Report 2016-17** (Pages 57 - 62)

Councillor Graham Wright, Chairman of the Overview and Scrutiny Management Committee, will present the Annual Report of the Committee for 2016/17.

POLICY FRAMEWORK

Under its Constitution, the Council is responsible for approving the Policy Framework of the Council expressed in various plans and strategies which includes the Business Plan referred to at item 8 below.

This item was also considered by Cabinet at its meetings on [20 June](#) [3 July](#) and by the Overview and Scrutiny Management Committee on [21 June](#)

9 **Wiltshire Council Draft Business Plan 2017-2027** (Pages 63 - 100)

To consider with a view to adopting the Council's draft Business Plan. Report by Corporate Directors Dr Carlton Brand and Carolyn Godfrey and draft Business Plan attached together with the views of Cabinet and the Overview and Scrutiny Management Committee.

10 **Alignment of Council Structure to the New Business Plan - Consequential Matters** (Pages 101 - 124)

Report by Ian Gibbons, Associate Director, Legal and Governance, and Monitoring Officer

COUNCILLORS' MOTIONS

11 **Notices of Motion** (*Pages 125 - 128*)

To consider the following notices of motion:

11a) **Notice of Motion No.1 - Planning meetings to accommodate everyone - Councillors Chris Hurst and Ian Thorn** (*Pages 129 - 130*)

11b) **Notice of Motion No. 2 - Members' Allowances - Councillors Gavin Grant and Brian Mathew** (*Pages 131 - 132*)

OTHER ITEMS OF BUSINESS

12 **Dorset and Wiltshire Fire and Rescue Authority - Proposed Revised Governance Arrangements** (*Pages 133 - 144*)

To consider the attached report and resulting minute from the Dorset and Wiltshire Fire and Rescue Authority dated 9 March 2017 in respect of proposed revisions to the Fire Authority's governance arrangements which are subject to consultation with constituent councils.

13 **Membership of Committees**

To determine any requests from Group Leaders for changes to committee membership in accordance with the allocation of seats to political groups previously approved by the Council.

MINUTES OF CABINET AND COMMITTEES

14 **Minutes of Cabinet and Committees**

- a. The Chairman will move that Council receives and notes the minutes of Cabinet and the various Committees of the Council as listed in the [Minute Book](#).
- b. The Chairman will invite the Leader, Cabinet members and Chairmen of Committees to make any important announcements.
- c. Councillors will be given the opportunity to raise questions on points of information or clarification on the minutes presented.
- d. Councillors will be given an opportunity to raise general issues relating to Area Boards but not specific local issues.

COUNCILLORS' QUESTIONS

15 Councillors' Questions

Please note that Councillors are required to give notice of any such questions in writing to the officer named on the first page of this agenda (acting on behalf of the Corporate Director) **no later than 5pm on Tuesday 4 July 2017**. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Councillors prior to the meeting and made available at the meeting and on the Council's website.

PART II

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

None

Carolyn Godfrey
Corporate Director
Wiltshire Council
Bythesea Road
Trowbridge
Wiltshire

COUNCIL

DRAFT MINUTES OF THE COUNCIL MEETING HELD ON 16 MAY 2017 AT COUNCIL CHAMBER - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Phil Alford, Cllr Ben Anderson, Cllr Pat Aves, Cllr Chuck Berry, Cllr Ian Blair-Pilling, Cllr Richard Britton, Cllr Derek Brown OBE, Cllr Allison Bucknell, Cllr Clare Cape, Cllr Trevor Carbin, Cllr Mary Champion, Cllr Pauline Church, Cllr Ernie Clark, Cllr Richard Clewer, Cllr Mark Connolly, Cllr Christine Crisp, Cllr Anna Cuthbert, Cllr Brian Dalton, Cllr Jane Davies, Cllr Andrew Davis, Cllr Matthew Dean, Cllr Tony Deane, Cllr Christopher Devine, Cllr Stewart Dobson, Cllr Mary Douglas, Cllr Peter Evans, Cllr Sue Evans, Cllr Nick Fogg MBE, Cllr Peter Fuller, Cllr Richard Gamble, Cllr Sarah Gibson, Cllr Gavin Grant, Cllr Jose Green, Cllr Howard Greenman, Cllr Mollie Groom, Cllr David Halik, Cllr Deborah Halik, Cllr Russell Hawker, Cllr Ross Henning, Cllr Darren Henry, Cllr Mike Hewitt, Cllr Alan Hill, Cllr Sven Hocking, Cllr Ruth Hopkinson, Cllr Atiquel Hoque, Cllr Jon Hubbard, Cllr Chris Hurst, Cllr Peter Hutton, Cllr Tony Jackson, Cllr Simon Jacobs, Cllr George Jeans, Cllr David Jenkins, Cllr Bob Jones MBE, Cllr Johnny Kidney, Cllr Gordon King, Cllr Edward Kirk, Cllr Jerry Kunkler, Cllr Jacqui Lay, Cllr Jim Lynch, Cllr Brian Mathew, Cllr Laura Mayes, Cllr Ian McLennan, Cllr Nick Murry, Cllr Christopher Newbury, Cllr Ashley O'Neill, Cllr Paul Oatway QPM, Cllr Steve Oldrieve, Cllr Stewart Palmen, Cllr Graham Payne, Cllr Andy Phillips, Cllr Horace Prickett, Cllr Leo Randall, Cllr Fleur de Rhé-Philipe, Cllr Pip Ridout, Cllr Ricky Rogers, Cllr Tom Rounds, Cllr Baroness Scott of Bybrook OBE, Cllr Jonathon Seed, Cllr James Sheppard, Cllr John Smale, Cllr Hayley Spencer, Cllr Toby Sturgis, Cllr Melody Thompson, Cllr John Thomson, Cllr Ian Thorn, Cllr Tony Trotman, Cllr John Walsh, Cllr Bridget Wayman, Cllr Fred Westmoreland, Cllr Philip Whalley, Cllr Stuart Wheeler, Cllr Roy While, Cllr Philip Whitehead, Cllr Jerry Wickham, Cllr Christopher Williams, Cllr Graham Wright and Cllr Robert Yuill

101 Election of Chairman 2017/18

The Chairman, Councillor Richard Britton, welcomed all those present to the meeting and gave an address, as outgoing Chairman of Council, thanking the officer, councillors and his wife for supporting him in the role.

The Chairman also took the opportunity to make the following announcements:

Outgoing Councillors – Acknowledgement Of Service

It was noted that at the last council meeting, the meeting acknowledged those councillors who had let it be known they would not be standing for re-election,

and that it had now been confirmed that the following members did not seek re-election:

Chris Auckland, Rosemary Brown, Chris Caswill, Jamie Capp, Charles Howard, Keith Humphries, Julian Johnson, Simon Killane, Jemima Milton, Bill Moss, Helen Osborn, Mark Packard, Linda Packard, Nina Phillips and Dick Tonge;

And the following members were not returned:

Desna Allen, Glenis Ansell, Nick Blakemore, Terry Chivers, Dennis Drewett, Peter Edge, John Knight, Magnus Macdonald, Alan Macrae, Howard Marshall, David Pollitt, Sheila Parker, Ian Tomes and Ian West.

The Chairman paid tribute to their hard work and the contribution they made to Wiltshire and the communities they represented.

The Chairman also took the opportunity of welcoming the 29 new councillors on the council. Councillors:

Philip Alford, Ben Anderson, Ian Blair-Pilling, Derek Brown, Clare Cape, Pauline Church, Jane Davies, Matthew Dean, Peter Fuller, Sarah Gibson, Gavin Grant, David Halik, Deborah Halik, Ross Henning, Darren Henry, Sven Hocking, Ruth Hopkinsin, Tony Jackson, Johnny Kidney, Edward Kirk, Jim Lynch, Brian Mathew, Nick Murry, Ashley O'Neill, Stewart Palmen, Andy Phillips, Tom Rounds, Hayley Spencer and Robert Yuill.

Engagements

The Chairman drew the meeting's attention to engagements undertaken, including:

- The Showmen's Guild of Great Britain Western Section's Annual Luncheon, Swindon
- Nadder Centre Campus Opening, Tisbury.
- Young Voice of Trowbridge Competition, John of Gaunt School.
- B.E.M. Medal Presentation Ceremony, Bowood House.
- Visit Of H.R.H. The Prince of Wales to Wadworth Brewery, Devizes.
- High Sheriff's Reception, The Members' Room, County Hall.
- Amesbury Mayor's Civic Service, St. Mary & St. Melor Church, Amesbury.
- Service For The Rule Of Law, Salisbury Cathedral.
- Mayor of Warminster's Civic Service, St. Denys (Minster) Church, Warminster.

- Salisbury City Council Mayor Making Ceremony.
- Salisbury City Council Annual Mayoral Civic Service And Luncheon.

Death Of Retired Councillors

The Chairman drew the meeting's attention to following deaths of retired Councillors:

Mr. Charles Winchcombe, who represented Devizes as a county councillor and was a former mayor of Devizes, died on 26th March, 2017. Mr. Winchcombe served 30 years as a town councillor and was also a member of Kennet District Council.

Col. Michael Mounde, M.B.E. (Re), who Died On 2nd March, 2017, was a West Wiltshire District Councillor for 10 Years. He Was also chairman of the Heart Of Wessex (Formerly Sowing Seeds) local action group which covers south Wiltshire And South Somerset, and of the Warminster and Villages Development Trust.

The Chairman then sought nominations for the position of Chairman of Council for 2017/18.

Councillor Alison Bucknell was proposed by Councillor Jerry Kunkler and seconded by Councillor Stuart Wheeler.

There being no further nominations it was;

Resolved

That Councillor Alison Bucknell be elected Chairman of Wiltshire Council for the municipal year 2017/18.

The Chairman subsequently read out and signed the declaration of acceptance of office of Chairman of the Council witnessed by the Monitoring Officer.

Councillor Alison Bucknell in the Chair

102 Election of Vice-Chairman 2017/18

The Chairman called for nominations for the position of Vice-Chairman of Council for 2017/18.

Councillor James Sheppard was proposed by Councillor Chris Williams and seconded by Councillor Alan Hill. There being no other nominations, it was

Resolved:

That Councillor James Sheppard be elected Vice-Chairman of Wiltshire Council for the municipal year 2017/18.

The Vice-Chairman subsequently read out and signed the declaration of acceptance of office of Vice-Chairman of the Council witnessed by the Monitoring Officer.

103 **Apologies**

Apologies for absence were received from Councillors Trevor Carbin.

104 **Declarations of Interest**

The Chairman asked if there were any declarations of interest to be made, drawing the meeting's attention to the previously circulated advice of the Monitoring Officer in relation to consideration of item 13 - Adoption Chippenham Site Allocations Plan.

Councillor Johnny Kidney stated that as he had a pecuniary interest in it, he would leave the chamber for the consideration of item 13 – Adoption Chippenham Site Allocations Plan

105 **Minutes of Previous Meeting**

The minutes of the Meeting held on 23 February 2016 were presented.

Resolved:

That the minutes of the last Council meeting held on 23 February 2016 be approved as a correct record and signed by the Chairman.

106 **Election Results**

A report was presented which gave Council the detailed results of the Unitary Council Elections on the 4th May 2017.

The Chairman commended the work of the Elections team, who were now preparing for the General Election, and asked that if members had any further questions they directed them to the relevant officers.

Resolved

To note the results of the Unitary Council Elections on the 4th May 2017.

107 **Announcements by the Chairman**

The Chairman drew the meetings attention to the arrangements for the day's meeting, specifically referencing fire safety and that the meeting was being recorded for live webcast.

108 **Public Participation**

The Chairman drew attention to the statement from Mr Brian Warkwick, circulated with the agenda supplement, and gave him the opportunity to address the meeting. Mr Warwick took the opportunity to introduce himself to the new Councillors and to outline his role as Older People's Champion.

109 **Petitions Received**

The Chairman reported that no petitions had been received for presentation at the meeting.

110 **Petitions Update**

The Chairman reported that, as of the 2nd May 2017, four petitions had been received since the last meeting.

Having been duly proposed and seconded, and upon being put to the vote, it was,

Resolved

To note the petitions received and the action taken, as set out in the appendix to this report.

111 **Appointment of Leader**

The Chairman invited nominations for the position of Leader of Wiltshire Council for 2017-2021.

Councillor Mollie Groom, subsequently seconded by Councillor Mary Douglas, that Baroness Scott of Bybrook OBE be elected Leader.

There being no further nominations, it was;

Resolved

That Baroness Scott of Bybrook OBE be elected Leader of Wiltshire Council for 2017-2021.

Baroness Scott of Bybrook OBE then took the opportunity to thank all the candidates and parties who participated in the election and thanked officers for their work during that period. The Leader then announced the composition of her Cabinet as follows:

- Cllr John Thomson - Deputy Leader, and Cabinet Member for Communications, Communities, Leisure and Libraries
- Cllr Chuck Berry - Cabinet Member for Economic Development and Housing
- Cllr Richard Clewer - Cabinet Member for Corporate Services, Heritage, Arts and Tourism

- Cllr Laura Mayes - Cabinet Member for Children, Education and Skills
- Cllr Toby Sturgis - Cabinet Member for Planning and Strategic Asset Management
- Cllr Bridget Wayman - Cabinet Member for Highways, Transport and Waste
- Cllr Philip Whitehead - Cabinet Member for Finance, Procurement, IT and Operational Assets
- Cllr Jerry Wickham - Cabinet Member for Adult Social Care, Public Health and Public Protection

The Leader stated that further details about the Portfolio Holders would be announced at a later date.

112 Appointment of Committees and Review of Allocation of Seats on Committees to Political Groups

113 Appointments to the Dorset and Wiltshire Fire and Rescue Authority

The Chairman stated that she would take items 11 and 12 together and invited the Leader to propose a motion, drawing attention to the recommendations included in Agenda Supplement two.

Leader in proposing the motion stated that, in an amendment to the motion in the paper, that Councillor Mollie Groom become a full member of the Northern Area Planning Committee with Councillor Jacqui Lay as a substitute member.

Councillor Ernie Clark stated that the following substitute members should be added: Southern Area Planning Committee – Councillors George Jeans and Graham Wright; Eastern Area Planning Committee – Councillors George Jeans and Graham Wright; Western Area Planning Committee – Councillors George Jeans and Graham Wright; Licensing Committee – Councillor Graham Wright; Children’s Select Committee – Councillors Ernie Clark, Nick Fogg and Russell Hawker; Environment Select Committee Councillors Ernie Clark, George Jeans and Russell Hawker; Health Select Committee Councillors Ernie Clark, George Jeans and Russell Hawker; and Standards Committee – Councillors Nick Fogg and George Jeans.

Having been put to the vote, the meeting;

Resolved

- (a) To note this report and the legal requirements.**
- (b) To re-appoint the following committees with the terms of reference as set out in the Constitution:-**
 - **Appeals Committee**
 - **Area Planning Committees: Eastern, Northern, Southern and Western**
 - **Audit Committee**

- Children’s Select Committee
- Environment Select Committee
- Health Select Committee
- Health and Wellbeing Board
- Licensing Committee
- Officer Appointments
- Overview and Scrutiny Management Committee
- Pension Fund Committee
- Police and Crime Panel
- Staffing Policy Committee
- Standards Committee
- Strategic Planning Committee

(c) To re-appoint those Area Boards, constituted as area committees as set out in paragraphs 13 to 15 and Appendix 1 of the report presented and within the Constitution, to comprise the Unitary Councillors for that area. To re-appoint the Local Pension Board established under the Public Service Pensions Act 2013 and consequent amendments to the Local Government Pension Scheme Regulations 2013 with the terms of reference as set out in the Constitution.

(d) To approve a scheme of committee places which sets out the number of seats available to members of the Council and to political groups as follows:

Committee	Total Number of Places for Elected Members	Conservative Group Allocation (68 seats)	Liberal Democrat Group Allocation (20 seats)	Labour Group Allocation (3 seats)	Independent Group Allocation (7 seats)
Strategic Planning	11	8	2	0	1
Area Planning Committees; North	11	8	3	0	0
South	11	7	1	1	2
East	8	7	0	0	1
West	11	7	3	0	1
Licensing	12	8	3	0	1

Committee	Total Number of Places for Elected Members	Conservative Group Allocation (68 seats)	Liberal Democrat Group Allocation (20 seats)	Labour Group Allocation (3 seats)	Independent Group Allocation (7 seats)
Overview and Scrutiny Management	15	10	3	1	1
Children's Select	13	9	3	0	1
Environment Select	13	8	3	1	1
Health Select	13	9	3	0	1
Standards	11	8	2	0	1
Police and Crime Panel	7	5	2	0	0
Audit	11	8	2	1	0
Appeals	8	5	2	0	1
Staffing Policy	9	6	2	1	0
Officer Appointments	5	4	1	0	0
Pension Fund	5	4	1	0	0
TOTALS:	174	121 (120.735)	36 (35.510)	5 (5.327)	12 (12.429)

- (e) To appoint councillors to serve on those committees in accordance with the agreed scheme of committee places, until the next occasion membership is reviewed under the provisions of the Local Government & Housing Act 1989 (as attached).
- (f) To appoint substitute members (to a maximum of four per group) to the committees referred to in (A) above (as attached).
- (g) To appoint those councillors representing electoral divisions to their respective area boards as set out in Appendix 1 of the report
- (h) To delegate to the Standards Committee the appointment of four non-voting co-opted members, and to delegate the arrangements for selection of such members to the Monitoring Officer in consultation with the Chairman of the Standards Committee

- (i) To appoint the following persons as Independent Persons each for a four year term:

Mr Tony Drew

Mrs Caroline Baynes

Mr Stuart Middleton (please note change from papers circulated)

and to thank Mr Colin Malcolm for his excellent service to the Council for the past 5 years as an Independent Person and to Mr Tony Drew and Mrs Caroline Baynes for their continued excellent service.

- (j) To reappoint the following non-elected members to the Children's Select Committee:-

Non-Elected Voting Members	Representing
Vacancy	Church of England
Dr Mike Thompson	Clifton Diocese Roman Catholic Church
Vacancy	Parent Governor (Secondary-maintained)
Vacancy	Parent Governor (Secondary – academy)
Vacancy	Parent Governor (Special Educational)
Ms Jill Hughes	Parent Governor (Primary)
Non-Elected Non-Voting Members	Representing
James Wilkins	School, Children and Young People representatives
Ms Cathy Shahrokni (Substitute Ms Jen)	Further Education Representative
Miss Sarah Busby	Secondary Schools Head teacher
Miss Tracy Cornelius	Primary School Head teacher
Mr John Hawkins	School Teacher Representative

- (k) To re-appoint the following co-opted members to the Wiltshire Pension Fund Committee:

Name	Representing
currently Cllr Steve Weisinger.	Swindon Borough Councillor (as determined by Swindon Borough)
currently Cllr Steve Allsopp.	Swindon Borough Councillor (as determined by Swindon Borough)
Diane Hall	Employer Representative
Linda Stuart	Employer Representative
currently Stuart Dark	Scheme Member Observer- appointed by Unison

currently Mike Pankiewicz	Scheme Member Observer- appointed by Unison
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(m) To re-appoint the Local Pension Board under the Public Service Pensions Act 2013 and consequent amendments to the Local Government Pension Scheme Regulations 2013 with the terms of reference as set out in the Constitution:

Name	Representing
Howard Pearce	Independent Chairman
David Bowater	Scheme Member Representative
Barry Reed	Scheme Member Representative
Mike Pankiewicz	Scheme Member Representative
Sarah Holbrook	Employer Member Representative
Lynda Croft	Employer Member Representative
*Vacancy	Employer Member Representative

*and to appoint Councillor Richard Britton to the vacant position of Employer Member Representative

(n) To appoint Chairmen and Vice-Chairmen of the following meetings:

Committee	Chairman	Vice-Chairman
Area Planning Committee –	Mark Connolly	Paul Oatway
Area Planning Committee –	Tony Trotman	Peter Hutton
Area Planning Committee –	Fred Westmoreland	Richard Britton
Area Planning Committee –	Christopher Newbury	Jonathon Seed
Audit Committee	Richard Britton	Stewart Dobson
Health and Wellbeing Board	Baroness Scott of Bybrook OBE	
Licensing Committee	Peter Hutton	Josie Green
Officer Appointme	Baroness Scott of Bybrook OBE	John Thomson
Pension Fund Committee	Tony Deane	Roy While
Staffing Policy Committee	Allison Bucknell	Tony Jackson
Standards Committee	Paul Oatway	Howard Greenman
Strategic Planning Committee	Fleur de-Rhé-Philippe	Derek Brown

(o) To note that the Overview and Scrutiny Management Committee, the Select Committees, and the Police and Crime Panel will be asked to elect their respective Chairmen and Vice-Chairmen at their first meeting following the annual meeting of council. Area Boards have each been convened to meet on the rising of this Council meeting to elect their respective Chairmen and Vice-Chairmen.

(p) To note that the Appeals Committee does not meet as a formal committee. However, three members who have undergone appropriate training are drawn from its membership to form Appeal Panels to consider and determine various types of appeals. No appointment of chairman or vice-chairman to the committee is therefore necessary. Each panel when convened will elect its own chairman.

(q) That Council appoint the following 10 members to serve as Council representatives on the Dorset and Wiltshire Fire and Rescue Authority:

Conservatives (7)	Liberal Democrat (2)	Independent (1)
Peter Hutton Pip Ridout Andrew Davis Paul Oatway Christopher Newbury Robert Yuill Matthew Dean	Bob Jones Brian Dalton	Ernie Clark

114 Adoption Chippenham Site Allocations Plan

The Chairman invited the Cabinet Member for Planning, Councillor Toby Sturgis, to present the item, which asked Council to consider the recommendations of Cabinet at its meeting on 14 March 2017 concerning the adoption of the Chippenham Site Allocations Plan.

In moving the motion, duly seconded by the Leader, Councillor Sturgis thanked officers for their hard work in producing the plan, and outlined the benefits of adopting the plan and the risks of seeking to refuse or amend the plan now that it had been amended following its consideration by the Planning Inspector.

Whilst he expressed a wish to support the plan. Councillor Ian Thorn and Councillor Ernie Clark both expressed some concern as to whether lessons had been learnt about the delays in adopting the plan.

Councillors Clare Cape and Councillor Ross Henning expressed concerns that infrastructure requirements of the town would not be adequately addressed.

Councillor Jon Hubbard stated that he could not support the plan as it did not adequately address the transport issues.

Councillor Christine Crisp stated that whilst she knew that the plan would not meet approval across the community, it had addressed some of them.

Councillor Peter Hutton spoke in support of the plan as, even though he recognised some of the concerns of residents, it was an opportunity to lead development in the town.

Councillor Nick Murry expressed major reservations about the plan, including the impact of additional traffic on residents and the need for infrastructure issues to be addressed.

In response to a question from Councillor Nick Murry, the Monitoring Officer stated that he had advised that Chairman that the proposed amendment would have had a material effect on the plan, in effect negating its adoption, and thus was recommended to be refused permission to be tabled as an amendment.

In closing, Councillor Toby Sturgis stated that infrastructure requirements of the community could only be delivered through new housing development.

Having been put to a recorded vote, the meeting;

Resolved

- (i) To note the content of the Inspector's Report into the examination of the Chippenham Site Allocations Plan (Appendix 1) and his conclusions regarding legal compliance and soundness and accepts the modifications in the Appendix of the Inspector's Report, which the Inspector considers are necessary to make the plan sound in accordance with legislation**
- (ii) To adopt the Chippenham Site Allocations Plan, as amended as set out in Appendix 2, including the Additional Modifications set out in Appendix 3.**
- (iii) To delegate authority to the Associate Director for Economic Development and Planning in consultation with the Associate Director for Legal and Governance and the relevant Cabinet Member to amend the Policies Map as set out in Appendix 5 and for further minor textual changes to be made to the Chippenham Site Allocations Plan prior to publication in the interests of accuracy and consistency.**
- (iv) That, subject to Council approval of (ii) above, to delegate authority to the Associate Director for Economic, Development and Planning in consultation with the Associate Director for Legal and Governance and the relevant Cabinet Member, to undertake the final stages associated with the formal adoption and publication of the Chippenham Site Allocations Plan.**

Admin Note: Councillor Johnny Kidney left the chamber for the consideration of the item having previously declared an interest.

Recorded votes for the motion were as follows:

For the motion (89):

Baroness Scott of Bybrook OBE, Cllr Alan Hill, Cllr Allison Bucknell, Cllr Andrew Davis, Cllr Andy Phillips, Cllr Anna Cuthbert, Cllr Ashley O'Neill, Cllr Atiqui Hoque, Cllr Ben Anderson, Cllr Bob Jones MBE, Cllr Brian Dalton, Cllr Brian Mathew, Cllr Bridget Wayman, Cllr Chris Hurst, Cllr Christine Crisp, Cllr Christopher Devine, Cllr Christopher Newbury, Cllr Christopher Williams, Cllr Chuck Berry, Cllr David Halik, Cllr Deborah Halik, Cllr Derek Brown, Cllr Edward Kirk, Cllr Ernie Clark, Cllr Fleur de Rhe-Philipe, Cllr Fred Westmoreland, Cllr Gavin Grant, Cllr George Jeans, Cllr Gordon King, Cllr Graham Payne, Cllr Graham Wright, Cllr Hayley Spencer, Cllr Horace Prickett, Cllr Howard Greenman, Cllr Ian Blair-Pilling, Cllr Ian Thorn, Cllr Jacqui Lay, Cllr Jane Davies, Cllr Jerry Kunkler, Cllr Jerry Wickham, Cllr Jim Lynch, Cllr John Smale, Cllr John Thomson, Cllr John Walsh, Cllr Jonathon Seed, Cllr Jose Green, Cllr Laura Mayes, Cllr Leo Randall, Cllr Mark Connolly, Cllr Mary Champion, Cllr Mary Douglas, Cllr Matthew Dean, Cllr Mike Hewitt, Cllr Mollie Groom, Cllr Pat Aves, Cllr Paul Oatway QPM, Cllr Pauline Church, Cllr Peter Evans, Cllr Peter Fuller, Cllr Peter Hutton, Cllr Philip Alford, Cllr Philip Whalley, Cllr Philip Whitehead, Cllr Pip Ridout, Richard Britton, Cllr Richard Clewer, Cllr Richard Gamble, Cllr Ricky Rogers, Cllr Robert Yuill, Cllr Roy While, Cllr Russell Hawker, Cllr Ruth Hopkinson, Cllr Sarah Gibson, Cllr Simon Jacobs, Cllr Stephen Oldrieve, Cllr Stewart Dobson, Cllr Stewart Palmen, Cllr Stuart Wheeler, Cllr Sue Evans, Cllr Sven Hocking, Cllr Thomas Rounds, Cllr Toby Sturgis, Cllr Tony Deane, Cllr Tony Jackson, Cllr Tony Trotman and Cllr Trevor Carbin.

Against the motion (4):

Cllr Clare Cape , Cllr Jon Hubbard, Cllr Nick Murry and Cllr Ross Henning

Abstentions (2)

Cllr Ian McLennan and Cllr Nick Fogg MBE

115 **Notices of Motion**

The Chairman noted that no notices of motion submitted to the meeting.

116 **Proposed changes to the Constitution - Parts 11A & 11B**

The Chairman introduced the report which asked Council to consider the proposed amendments to Part 11A of the Constitution, Corporate Parenting Strategy and Part 11B of the Constitution, Role and Function of the Safeguarding Children and Young People Panel.

There being no questions, and having been duly proposed and seconded, the meeting;

Resolved

- 1) To approve the proposed changes to Part 11A of the Constitution as detailed in Appendix 1; and to delegate any future changes to introductory sections to the Monitoring Officer in consultation with the Lead Member for Children's Services.**
- 2) To approve the proposed changes to Part 11B of the Constitution as detailed in Appendix 2.**

117 Minutes of Cabinet and Committees

The Chairman moved that Council receive and note the following minutes as listed in the separate Minutes Book and this was duly seconded by the Vice-Chairman:

Cabinet: 14 March, 4 April 2017
Cabinet Capital Assets Committee: 14 March 2017
Overview and Scrutiny Management Committee: 28 March 2017
Children's Select Committee: 31 January 2017
Children's Select Committee: 14 March 2017
Environment Select Committee: 22 February 2017
Health Select Committee: 10 January, 7 March 2017
Strategic Planning Committee: 8 February 2017, 26 April 2017
Northern Area Planning Committee: 15 February, 8 March 2017
Eastern Area Planning Committee: 16 February, 20 April 2017
Southern Area Planning Committee: 23 February, 16 March, 6 April 2017
Western Area Planning Committee: 15 March, 5 April 2017
Licensing Committee: 13 March 2017
Audit Committee: 24 January 2017
Joint Strategic Economic Committee (SWLEP): 14 February, 13 April 2017
Local Pension Board: 25 January 2017
Pension Fund Committee: 23 March 2017
Police and Crime Panel: 2 February, 2 March 2017
Standards Committee: 16 September, 27 April 2016
Staffing Policy Committee: 1 March 2017

The Chairman then invited questions from members on points of information or clarification on the above minutes and gave the Chairmen of those meetings the opportunity to make any important announcements on the work of their respective Committees.

The Leader confirmed that all key decisions taken by Cabinet had been taken in accordance with the 28 day notice period and that no special urgent decisions had been taken in the same period.

Resolved:

That the above mentioned minutes be received and noted.

118 Councillors' Questions

The Chairman reported receipt of questions from Councillors Ernie Clark and Brian Dalton details of which were circulated in Agenda Supplement No. 1.

Questioners were permitted to each ask one relevant supplementary question per question submitted and where they did so, the relevant Cabinet member responded as summarised below:

1. Councillor Ernie Clark to Councillor Toby Sturgis (Ref 17-44)

In a verbal response given, Councillor Toby Sturgis stated that the term 'abeyance' suggested that consideration of an application had been suspended. This term was not formally recognised as a planning term and, as such, there are no records are kept to fully answer the question.

2. Councillor Brian Dalton to Councillor Toby Sturgis (Ref 17-45)

In a verbal response given, Councillor Toby Sturgis stated that Chairs of the Planning Committees were consulted on the time change, and that he felt the benefits of having afternoon meetings outweighed those for having meetings in the evening.

Appendices

- Appendix 1 – membership of Area Boards
- Appendix 2 – membership of Committees
- Appendix 3 - Councillors' questions

(Duration of meeting: 10.30 am - 12.07 pm)

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

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

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Wiltshire Council

Council

11 July 2017

Petition to review traffic calming measures in Prince Charles Drive and Abberd Way, Calne

Summary

A petition of 139 signatures has been submitted by Councillor Ian Thorn on behalf of the residents of Calne Central Division. The petition calls for a review of the safety of traffic calming measures in Prince Charles Drive and Abberd Way (Calne) and a public consultation on possible alternatives.

Main Considerations

1. Poor sight lines from each of the calming areas;
2. Vehicles parked on the road (on double yellow lines) within the calming area;
3. Traffic entering the area from Penn Hill Rd;
4. No signage warning of the informal crossing within the calming area;
5. Frequent reports of accidents, or concern about likelihood of accident, within the calming area.

Action requested

Traffic calming measures were introduced approximately one year ago. However, due to the level of public opposition to the measures, it is requested that a review is now carried out to evaluate the measures, particularly in respect to safety, and to explore possible alternatives. It is requested that the results of this review be published and acted upon.

The Director of Highways and Transport and the Cabinet member for Highways and Transport have been made aware of the petition.

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Wiltshire Council

Council

11 July 2017

Petitions Update

Petitions Received

As of 30 June 2017, three petitions have been received by Wiltshire Council since the last report to Council on 16 May 2017.

Proposal

That Council notes the petitions received and the actions being taken, as set out in the Appendix.

Yamina Rhouati
Democratic Governance Manager

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NAME	DATE RECEIVED	RESPONDENTS	ACTION
Andrew Perkins Petition for temporary traffic calming measures on Southview Park. Petition available here .	02.06.17	83	The petition was presented to Trowbridge Area Board and has been referred to the Community Area Transport Group for investigation. The Cabinet Member for Highways and Transport has been made aware of this petition.
Cllr Ian Thorn Petition to review the safety of traffic calming in Prince Charles Drive and Abberd Way and conduct a public consultation on the alternatives.	12.06.17	139	The petition has been brought to the attention of the Cabinet Member for Highways and Transport and is to be presented to the Full Council meeting on 11 July 2017.
Tim Goodman Petition Wiltshire Council to resurface Grovely Rd.	30.06.17	70	The petition has been brought to the attention of the local member and Cabinet Member for Highways and Transport. Road resurfacing in this location is not a priority, however potholes which present a safety concern will be filled.

Note: This does not include petitions received in respect of regulatory matters ie planning and licensing which are dealt with under different procedures.

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Wiltshire Council

Council

11 July 2017

Annual Report of the Corporate Parenting Panel June 2016 to May 2017

1. Purpose of Report

- 1.1 This report forms the annual update to Council from the Corporate Parenting Panel (CPP) in accordance with the Council's Constitution.

2. Background

- 2.1 The role of the Corporate Parenting Panel is to secure Councillor involvement and commitment throughout the Council to deliver better outcomes for children and young people who are looked after. All Councillors are reminded that they have responsibilities as a "corporate parent" for children and young people who are looked after in Wiltshire.
- 2.2 Councillors Pat Aves, Andrew Davis (Vice Chairman), Jon Hubbard, Jacqui Lay, Howard Marshall, Laura Mayes (Chairman), Pip Ridout, and Phil Whalley formed the membership of the Panel during the period May 2016 to May 2017. The Independent group chose not to take a place on the Panel; the Conservative Group therefore nominated an additional member. The Lead Officer was Martin Davis (Head of Service – Care, Placements and EDS).
- 2.3 The meetings were regularly attended by the following officers/representatives:

Martin Davis (Head of Care, Placements and EDS), Leanne Field (Senior Commissioning Officer), Carolyn Godfrey (Corporate Director), Chelsea Goozee (Children in Care Council representative), Jo Harris (Children in Care Council representative), Terence Herbert (Associate Director), Blair Keltie (CSE Manager), Janice Lightowler (Manager – Conference and Reviewing Service), Lena Pheby (Designated Nurse for Looked After Children), Karen Reid (Virtual School Head), Sally Smith (Foster Carer and Chair of Wilts Fostering Association), Karen Stokes (Missing Children Co-Ordinator) and Matthew Turner (Service Manager – Placement Services). Other Officers attended as required to present particular reports.

3. Work Programme

- 3.1 The Corporate Parenting Panel has discussed a broad range of topics in depth taking into consideration the young people's views. Children in Care Council (CiCC) representatives have been invited to attend each Panel meeting. The Panel have received the following reports and information:

Performance Data

- National and Local Performance Indicators for Children in Care data
- Looked After Children Missing data and commentary
- MOTIV8 (Substance Misuse Service) data

Annual Reports

- Health of Looked After Children - 2015/16
- Wiltshire's Independent Visitor Scheme - 2015/16
- Conference and Reviewing Service - 2015/16
- Private Fostering - 2015/16

Updates

- Looked After Children, Young People and Care Leaver's Improvement Group
- Work of the Children in Care Council
- Looked After Children who have Special Educational Needs
- Disruption Meetings
- Children's Placement Budget Management Project
- Position of the Virtual School Head

Challenge from Scrutiny

- What Provisions should the Council make for our Care Leavers?

Strategic Priority Focus

- Strategic Priority 7 – *Ensure that Looked After Children and Care Leavers have timely and easy access to mental health services* – Presentation from Wiltshire Child and Adolescent Mental Health Services (CAMHS) and Wiltshire Council's Lead Commissioner

Reviews

- Review of CiCC's Introduction to the Corporate Parenting Strategy

- 3.2 The Corporate Parenting Panel continued to monitor closely work that is underway across the Council and partner agencies to improve outcomes for our Looked After Children and Care Leavers. While the Ofsted inspection in June 2015 identified our services as requiring improvement, it also noted

many areas of good practice. Outcomes for children looked after continue to improve, children benefit from consistency of worker, the adoption service offers a sensitive and effective service and children leaving care receive an improving level of support in their transition into adulthood. A clear set of strategic priorities have been agreed targeting the key areas in which improvements are required; these include ambitious targets to recruit additional foster carers and return children to Wiltshire placements, achieving legal permanence more quickly for children in long-term care and ensuring our Care Leavers have better access to appropriate housing, education and employment opportunities.

3.3 Data relating to educational outcomes for Looked after Children (statistical neighbours' data is not yet available):

- In Wiltshire there are 305 school aged children and 215 care leavers.
- The number of children in care attending good or better schools has increased to 268 from 211 in 2015.
- Attendance at remains strong at 94% and unauthorised absences remain low.
- Virtual School Officers are now working with the Fostering Service to further reduce the number of authorised absences and will continue to monitor attendance through Personal Education Plan meetings.
- There have been no permanent exclusions of children in care since 2008.
- There are currently 8 young people in AEP, a reduction of 2 in the last 12 months.

Key Stage 2

- The cohort sitting Key Stage 2 SAT's in 2016 was small (19 children) and a significant number (13 had an ECHP), 5 of the SAT cohort were disapplied due to their learning needs. The number of children reaching expected standard was:

Reaching expected standard

READING	%	WRITING	%	SPAG	%	MATHS	%	R/W/M	%
2	10.5	4	21.0	4	21.0	2	10.5	1	5.3

Performance at Key Stage 2 was poorer than statistical neighbours, Corporate Parenting Panel have received updates from the Virtual School on the action now being taken to monitor and support this group of children so that they are able to make educational progress.

Key Stage 4

- In Wiltshire there are 32 children in KS 4 who have been in care for 12 months continuously. Nine achieved 5 A*-C including E&M (30% of the total cohort). This performance is strong and compares very well with regional and national data.
- In addition to this four children who failed to achieve 5 A*-C made significant progress (Progress 8 measure) during KS4.
- For the remaining LAC across KS4 progress is stronger for Eng and Maths than that for other disadvantaged groups including FSM but attainment remains lower for both Eng and Maths, suggesting that they start from a lower base. These issues will be further explored and reported to Corporate Parenting Panel in the forthcoming annual report from the Virtual School Head.

- 3.5 Aspire House continues to provide an increasing range of activities and support for Looked After and Adopted children and young people, including English, Maths and Science tutoring as well as independent living skills for Care Leavers.
- 3.6 During the year two apprentices, employed by Wiltshire Council, have worked within the Virtual School and have now successfully completed their apprenticeship. These Care Leavers have followed Customer Services and Youth Work apprenticeships. One apprentice has since moved to work for a supported housing provider and the second is has more recently secured permanent employment.
- 3.7 The Council is responsible for Canon's House which is an 8 bedded home in Devizes that provides short-term residential breaks for young people (age 5-17 years) with a severe learning disability who are assessed by Wiltshire Council's Children's Disability Teams as being in need of that service. Monthly unannounced inspection visits are carried out by a senior Council officer and members of the CPP are invited to attend with the officer to carry out the visit. Between June 2016 and May 2017, 7 Councillors have attended as part of the unannounced inspections. As a regulated setting Canon's House is subject to inspections by Ofsted. The most recent inspection judged the home as 'requiring improvement', in addition to our contribution to the monthly monitoring visits, Corporate Parenting Panel have asked for sight of the service improvement plan and to receive regular updates on progress made.

4. Children in Care Council

- 4.1 The Children in Care Council are a key stake holder group in the Corporate Parenting agenda. A representative from CiCC attends both agenda setting and wash-up sessions following meetings of the Panel. There is a mature relationship between CiCC and as a result young people have helped to shape the way in which we undertake our work.

- 4.2 Historically following each meeting of the Panel there was a 'Shared Guardian' session where young people and Councillors met to discuss key themes. While these sessions have largely been successful as evidenced by the 'You Said, We Did' audit, following feedback from the young people we are changing the format of these meetings. In the year ahead the number of meetings will reduce, as will the number of Cllr's attending; this will enabled more focused and consistent discussions to take place.
- 4.3 An induction event for CiCC was held in for late March 2016 and since then we have seen membership increase. Currently there are 5 young people regularly attending CiCC, recruitment activity is ongoing and we would hope to see the number of young people attending the group grow throughout the year.

5. Our Performance

- 5.1 The Corporate Parenting Terms of Reference were reviewed and a two year Corporate Parenting Strategy was approved by the Panel in January 2016 (which was then ratified by Council on 10 May 2016 for inclusion in the Council's Constitution). The fundamental aims of this new strategy are to ensure that Councillors:
- Understand their roles and responsibilities as Corporate Parents
 - Scrutinise and challenge how the Council performs in delivering its services as a Corporate Parent
 - Engage effectively, with energy, consistency, and confidence with children and young people so that their voice is heard and has influence
 - Support and enable children and young people to challenge where services need to improve.
 - Maintain a comprehensive overview of the progress of children who are looked after and for care leavers, scrutinising the quality, effectiveness and performance of the services that support them.
- 5.2 Within this Strategy, seven Strategic Priorities were drawn up. To ensure that strategic oversight and critical challenge is effective, it was agreed that each member of the Panel will have a lead role in relation to delivery of a strategic priority. At each Panel meeting the Lead Member is asked to provide an update on the following:
- Research carried out
 - Meetings/discussions held
 - Findings
 - Actions identified
 - Actions progressed
 - Proposals for further work.

- 5.3 Panel Members have provided the following annual summaries of their work between the period January 2016 to February 2017.

Strategic Priorities

1. ***Strengthen the Corporate Parenting Role and Corporate Parenting function across Wiltshire Council as a whole. (Cllr Laura Mayes)***

My overall aim has been to raise the profile within the Council of our Looked After Children, their Carer's and Care Leavers. I have done this through a number of measures including Chairing the CPP, driving improvements through the LAC Improvement Board and ensuring all Councillors receive notes from the CPP meetings.

I invited a Foster Carer, to address Members at Full Council on 10 May 2016. She talked about her experience looking after Wiltshire's children and this helped Members to understand the importance of our foster carers.

Wiltshire Councillors were invited to donate money towards the cost of our annual LAC Christmas party. The party was a huge success and was a great opportunity to meet both the children and their carers in a fun and informal way. The carers gave me excellent feedback on the service, both at this party and the Virtual School Celebration in the summer.

I have set up a Leaving Care working group to see what more we can do for young people leaving the system. We have had an initial meeting but I am aware there is much more to do in this area.

Proposals and Actions for moving my Strategic Priority Forward

I want to ensure the Councillor Induction programme in May 2017 includes a full briefing on LAC so that all Councillors are aware of their role and responsibilities.

I will suggest that when the new Panel is formed after May and the Strategic Priority leads are appointed that they populate an action plan for their priority and then progress can be tracked at subsequent meetings.

2. ***Continue to improve timeliness of permanency for looked after children across the range of permanency options. (Cllr Andrew Davis and Sally Smith, Foster Carer and Chair of Wiltshire Fostering Association)***

We have met with the Service Manager for Placement Services on a number of occasions, in order to understand current practice and scrutiny of permanence within Children's Services, and discussed better ways to engage with the young people to achieve permanency and keep placements stable.

The Wiltshire Fostering Association have looked at the Mockingbird Family Model which is a method of delivering foster care with the potential to improve placement stability, safety and permanency for children and young people in

care and to improve support for, and retention of, foster carers. It is based on the idea of an “extended family” or network of foster carers. It uses the concept of a ‘constellation’ which is where six to 10 ‘satellite’ families of foster and kinship carers live in close proximity to a dedicated hub home of specially recruited and trained carers offering respite care. The hub empowers families to support each other and overcome problems before they escalate, and offers children a more positive experience of care.

Officers are going to work with the Wiltshire Fostering Association to develop a pilot of the model, the results of which will be reported to a future Panel meeting.

We felt that some of the staff within Children’s Services Teams appeared to be stretched and there was quite a high turnover of Social Workers. We were reassured by the Associate Director that the turnover rate of Social Workers had dropped from 25% to 10% in the last two years and that retention was now good.

We understand that there is increased scrutiny given to planning for permanence, mainly through panel arrangements in the local authority. There is a monthly Permanence Panel that considers the progress of children following their second review in care (4 months), ensuring that planning is robust and that there is a clear plan for permanence, a requirement at this stage. Cases are tracked by a panel of managers and social workers are required to account for any delay or drift. This panel also has responsibility to scrutinise and, where appropriate, endorse long term matches for children with IFA carers where there will be long term costs incurred. If given, this endorsement is then carried forward to Foster Panel where the needs of the child are considered against the skills and abilities of the foster carer and a match is recommended. This is then given to the Agency Decision Maker for the final decision. This process has produced some very robust matches over the last year where children are now placed in long term, secure placements allowing good progress to continue. Matches with Wiltshire approved foster carers are presented to Foster panel only. Again, a high number of matches have been made this year.

Adoption is a route to permanence and performance is improving in terms of timeliness of adoptive placements for children and the progress to Adoption Order.

Where long term placements of any sort end in an unplanned way, a Disruption Meeting is held, chaired by the Service Manager, in order to understand what happened and what learning is available to try and ensure that other placements do not end in an unplanned way. The outcome of these meetings are reported to the CPP.

In Wiltshire, there was a case load promise of 18 for new starters and for some this is slightly higher due to their experience. In the summer of 2016, Cabinet received a report which updated on the Social Worker recruitment and retention programme which had been a success.

In the summer of 2016 there were a small number of Social Worker vacancies, but these were due to promotion or retirement, not to employees moving to other employment. The Management Teams had been confident that they would fill the vacancies as there has been a good response to the application process and there would be a foster carer involved on the interview panel.

We have been concerned about the permanency of some of Wiltshire's Foster Carers as following informal conversations with some foster carers, they had hinted that they were considering moving across to join an Independent Fostering Association. However, information from the Fostering Service indicates that no foster carers have resigned in the past year with the stated intention of moving to an Agency. We understand that the majority of de-registrations were related to specific children who had been fostered by family members and where the placements had naturally ended. A small number of carers had resigned due to changes in lifestyle or personal reasons. Of these, few were active foster carers at the point of resignation. A small number of carers have been deregistered due to concerns about their practice.

It is recognised that Wiltshire foster carers have access to a very good training pathway, they receive regular supervision and support and there is access to therapeutic support – all of which compares well to IFA arrangements. We feel that further work needs to be done to ensure the quality of support in order to retain our Foster Carers so that they can provide for our looked after children.

Proposals and Actions for moving our Strategic Priority Forward

- Develop and agree the pilot for the Fostering Family Group Model – possible implementation Autumn 2017. Action: WFA and Service Manager, Placement Services
- Continue to ensure effectiveness of relevant Panel arrangements – ongoing – Head of Service
- In order to retain and develop foster carers, ensure that practice within the Fostering Service is robust through the use of Key performance Indicators (KPIs). April 2017. Team Manager/Service Manager/Head of Service
- Consider observing Panels as described above in order to be assured about effectiveness.

3. ***Ensure that there is sufficient accommodation for looked after children within Wiltshire which meets the needs of those children. Prioritise placement within Wiltshire. (Cllr Pat Aves and Sally Smith)***

We have met with the Service Manager for Placement Services on a number of occasions who informed us that new Foster Carers were applying to join Wiltshire and help us to provide accommodation to meet the needs of our Looked After Children.

Fostering approvals can be regularly changed as fostering family circumstances change, which can mean that more beds become available. It is important to understand the difference between “fostering vacancies” –

approved vacancies that are available now for children – and “empty beds” – those approved vacancies that are unavailable due to circumstances such as ill health, carers on hold, unavailability of the bedroom and so on. We understand that the Fostering service is working hard to develop clear information and better understand this and this should be monitored regularly. We could meet regularly with managers from the service to discuss this and consider data, reporting back to the CPP.

Younger children are often easier to place, and are most often placed in-house. Teenagers can be less easy to place which can lead to the IFAs being used. It may be that carers who leave the IFAs do so in order to foster the younger ones again, and to get more regular placements. But it is also important to make the correct placement in the first place, so that there is a good chance of long term stability and good quality home life; young children stay with their carers and become teenagers in the same home and then become subject to a Staying Put arrangement, potentially, over time, leading to a reduction in the number of harder to place older children and the dependence on IFAs. To realise this, there needs to be an increase in placement choice within Wiltshire approved foster carers.

Fostering recruitment continues with indications of positive progress. The number of children living with Wiltshire carers is still too low and the Team is working hard to recruit, train and assess new carers to increase the numbers of placements available. About 20 new households have been approved this year and although the target was 30, this is still good progress when compared to other years. The process to assess carers has been regularly reviewed and all assessments are currently completed and presented to panel in four months. There is a recruitment strategy in place which shows the range of advertising and information giving activity that goes on.

The Fostering Team has changed the way that Duty is managed. This part of the team receives all request for placements and works to identify placements for the children referred. Carers are being encouraged to look as widely as possible at the sort of children and numbers they can care for in order to try and maximise in house placements. The working relationship with Children's Services Buyers (who identify IFA placements) is being developed in order to add scrutiny and effectiveness to placement finding. There are plans to use social work time to “home find” for children who are placed in residential settings or IFA placements and now need to return to long term Wiltshire placements.

I am concerned about IFA carers who change to Wiltshire without, in my view, proper assessment. This is an observation from my recent Fostering Panel experience. These carers are recommended for Wiltshire approval on the understanding that they are already trained and have a proven track record and experience. However, the training and preparation that carers receive with IFAs can be different and, from what I am told, may not be as thorough as that received by those recruited by Wiltshire. However, there is scrutiny of the fostering assessment, which will have been added to or amended by a Wiltshire assessing social worker, by the Foster Panel and any recommendation for approval is considered by the Decision Maker. Therefore, I am satisfied that

only suitable foster carers are approved and go on to foster for the local authority.

We need to keep placements stable – this is where support in difficult times becomes important, and why I would like feedback from the social worker who attended the conference on the Mockingbird System last year in Birmingham. My understanding is that this is being run with success in Oxford, Plymouth and Birmingham already, having begun in the USA, hence the name, and has led to improvements in stability of placements. It is anticipated that an adaptation of the model will be piloted in Wiltshire and the impact will need to be carefully considered. It will not replace all the usual activity that takes place to support foster placements and bring about stability.

From my experience on the Fostering Panel I have noticed how important the instantly available support of friends and close family can be in an emergency or as a stress reliever – when occasionally the friend or carer is also a foster carer the benefits become obvious – someone who is DBS checked and has had all the training, the experience, and who the child knows through normal family life and friendship associations, who lives nearby and can be there within a very short time. It can mean that calling EDS becomes unnecessary, and in the calm of the morning a call to allocated supervising social worker to update is all that is needed. Less intrusive follow up can happen later.

I am concerned about staffing in the fostering Service. I understand that there are vacancies, long term sickness, maternity leave and performance issues within the team. Whilst, this is no different from what other teams experience, it must be impacting on the workload of the others. That said, I understand that caseloads are well managed and broadly in line with the equivalent volume in other social work teams. This is reassuring. The Mockingbird System would help relieve the pressure on both the EDS and the social workers significantly. It would in no way replace social workers and professionals, but support them too. As indicated, we could adapt it to suit our own needs and call it something else, but a support network amongst carers can do no harm and could do a lot of good. This already exists unofficially amongst a few of them. Parents have always done it as part of family life, but amongst foster parents such an arrangement would no doubt need official sanctions in order to comply with law. Foster carers using Delegated Authority also helps provide children they care for with a more “natural” experience as the foster carers can make many of the day to day decisions.

Proposals and Actions for moving our Strategic Priority Forward

In addition to tasks identified above:

- On a six monthly basis, review the monthly Fostering Recruitment updates which is provided to the LAC Improvement Board to assure that the direction of travel is positive – Action: PA/SS
- Spend time with the Duty Team and Children Services Buyers to better understand duty work and placement finding – Action: PA/SS

- On a six monthly basis, meet with the Service manager to review Children's Services performance information relating to Fostering Recruitment, placements, stability and so on. Action: PA/SS and Service Manager

4. ***Improve care leavers journey by ensuring an enhanced offer to care leavers across all areas: education, employment and training, independent living, housing options and health. (Cllrs Jacqui Lay and Pip Ridout)***

We have suggested that it might be possible to work with some young people to help them with their budget management. We are aware that some care leavers who are working are not earning enough to manage all of their bills. It was suggested that we could meet with some Personal Advisors to see what the issues are for the young people.

When we first looked at the Council's Housing Strategy we noted that it still did not contain any clarity or priority for care leavers. We had a meeting with the Head of Care, Placements and EDS and the Associate Director for Adult Social Care and Housing James where we expressed concern about the lack of reference to looked after children/care leavers in the Housing Strategy. We were also made aware of 2 x 3 bedroom houses in the South which were to be offered to care leavers as a pilot scheme.

We were informed of the meeting between the Head of Care, Placements and EDS and the Housing Heads of Service when it was confirmed the new Housing Strategy was in development and there was opportunity to review status and access that care leavers have to housing options.

It is recognised that as a Council we are a corporate parent to our care leavers and Housing are keen to work with partners to assist in the development of options to ensure they have the choice of affordable accommodation as well as receiving appropriate support. Housing reviewed the Allocations Policy and considered placing Care Leavers into our highest priority band.

This was consulted on towards the end of 2016 for adoption from 1st April 2017. Housing have also included care leavers as a priority in the new Housing Strategy which is shortly due to go out to formal consultation. Care Leavers will be considered as part of our Housing related Support Review which is due to be completed mid-2017.

We would find it useful to have details (mapped) of our young people who are approaching 15 to see where they are in the County and what the housing availability is too.

Children's Services have confirmed that the care leaver needs analysis completed in the Spring of 2016 grouped care leavers into three bands; high support (31%), medium support (45%) and low support (24%).

Vulnerability, Employment and Training, and Accommodation are the three domains where greatest need have been identified, these three areas are interlinked. While the number of care leavers who are employed or in education compare favourably with national averages, PA's commit significant time to support care leavers to remain in education and employment placements. In 25% of cases the location of housing is a significant factor; the lack of a sufficient range of housing options means that care leavers are placed outside their community or in inappropriate housing and therefore easily become socially isolated. Almost one third of care leavers in the high or medium band have significant attachment problems or complex emotional/mental health needs. When combined these factors can lead to acute crisis and PA's will spend a disproportionate amount of their time responding to these.

We attended the Wiltshire Assembly on 10 November 2016. There was a Call to Action from the Assembly for the Council which was to "Recognise that all young people will need a home of their own hence encourage registering onto housing list if they are going to want social housing early and band them according to the capabilities of being able to rent, need to rent, where to rent. i.e. if in employment they should be able to move into their own home at some point 18 – 24?! Run workshops/PHSE on home ownership and rentals to understand the responsibilities of living in our own home, costs and behaviour towards neighbours."

We have had informal discussions with a Care Leaver and an Officer on ways forward with Employment and Education. Suggested the possibility of Mentors to support young people to show what they did, what happened and their successes. We have explored the potential to set up mock interviews with recruitment agency and help with CV's.

We have suggested if there was potential for our Care Leavers to be placed within older people's environments where there are opportunities for the generations to learn and support each other. In Holland there is a scheme being run where young people move into care facilities, where they then have accommodation to live in whilst at college etc. and support also the older people.

Proposals and Actions for moving our Strategic Priority Forward

1. Housing Strategy currently in draft – CPP to follow through to conclusion.
2. Housing Support Review 2017 – CPP to follow through to conclusion.
3. Engagement with social landlords to smooth access to market place for care leavers (rent guarantee scheme etc.)

5. ***Improve the educational outcomes for looked after children; closing the gap between looked after children and other children in the county. (Cllr Phil Whalley)***

Improving the education outcomes for children in care is both a national and local government priority. The evidence is clear, whatever else goes wrong in

children's lives their life chances are significantly improved when they achieve decent education outcomes. At present however the national picture is grim with below 13-14% of LAC, for example, achieving 5 GCSE's including English and Maths at KS4 compared to a national average of about 58-60% for all children.

Throughout the year I have regularly met with Karen Reid the Virtual School Head to discuss the present system of support for our LAC and also met twice with her whole team of the Virtual School Officers at staff meetings.

Evident at these meetings was the commitment of the Virtual School Staff and their detailed knowledge of each of the LAC in their care. Apart from the routine work with the LAC and schools they also provide additional holiday activities and GCSE revision sessions.

It is difficult to assess the separate impact of the revision courses from that of other factors however there was another excellent set of GCSE results in 2016 with 30% of our LAC gaining 5 GCSE's including Maths and English compared to around 13-14% nationally. On the basis of this evidence further revision courses are being arranged for this year. More importantly there has been a steady improvement in GCSE results in recent years. The KS1 and KS2 results for 2016 were less spectacular but broadly in line with those of our statistical neighbours. We need however to be cautious when using results data because of the relatively small cohorts involved. This year for example the KS2 results were for just 19 children and of these 73% had identified learning difficulties.

Another important factor noted both nationally and locally is the importance of placement stability especially at exam times. Our VSH and VSO's appreciate this and are working with social workers to try to ensure educational stability at critical times such as in Year's 10-11.

The target to send a letter to all foster carers in September 2016 reminding them of how they can support the educational achievement of LAC such as through reading with young children, ensuring good school attendance and the completion of homework, the attendance at school parent evenings and placement stability has not been achieved. It was decided that it would be more effective if these messages were shaped by the foster carers themselves during their training days and then included in a brochure that all Foster carers will receive.

Unfortunately, the VSH resigned in December 2016. The VS presently has two further staff shortages one of which is affecting our ability to work with post-16 LAC attending College. It is important that these posts are filled as soon as possible. Also the roles of the Aspire House and the VSH are presently under review.

Proposals and Actions for moving my Strategic Priority Forward

- To liaise with Martin Davis and the Review process to ensure that the improvement of educational outcomes for LAC remains the principal guiding determinant during the review into roles of Aspire House and the VSH.
- To arrange an early meeting with the newly appointed VSH.
- To monitor the Virtual School staffing levels.
- To attend VS team meetings twice a year.
- To continue the analysis of KS2 and GCSE results in order to identify priority area of work.
- To assess the impact of the GCSE revision courses and placement disruption on GCSE results so that resources can be effectively targeted.
- To identify actions that will enable KS1 and KS2 results to match the recent improvement in GCSE results.
- To press for the completion of the advice brochure being sent out to all foster carers reminding them of the key points of how they can support the educational achievement of our LAC.

6. ***Ensure that looked after children are protected from the risk of child sexual exploitation and reduce the frequency with which some looked after children and care leavers currently go missing. (Cllr Howard Marshall)***

The Council held a CSE awareness day on 18 March 2016 as part of the Council's CSE Action Plan, monitored by Cabinet, to raise community awareness of CSE.

I have met with the CSE Manager to look at the Missing Children and Young People data to separate out and look at the differences between those who are children in care and those not. I receive the monthly update reports on the Missing Children and Young People and we have looked at an action plan to make improvements overall and specifically for LAC placed out of county where improvements have been made with return interview completions increasing over the last 12 months from 8% to 65%. The improvement is due to the impact of action plans with increasing awareness and contractual requirements with placements providers to report missing episodes direct to our Missing Children Coordinators.

It seems from the data that there has been some improvement in the numbers of "Missing" children and this is to be congratulated. Particularly as the majority would appear to be single episodes. It is disappointing to see that relatively few return interviews offered are actually completed. I am aware that information is gathered informally where formal return interviews are not completed. I wonder if there is a better way of reporting this statistic so as to better reflect the actual situation and reasons for going missing. I would like to explore this idea further over the coming months.

Proposals and Actions for moving my Strategic Priority Forward

Continue to review the work that is being done to reduce frequency of missing incidents of looked after children.

Monitor completion rates of return interviews for LAC reported missing to ensure we build upon recent success and continue to see an increase in the number of interviews completed

7. ***Ensure that looked after children and care leavers have timely and easy access to mental health services*** (Cllr Jon Hubbard)

I attended a conference in mental health and wellbeing.

I met with Sam Shrubsole from the Child and Adolescent Mental Health Service (CAMHS) and we agreed that it would be good if someone from CAMHS could come to a Panel meeting to talk about their role and the work that was being undertaken. Sam had suggested that James Fortune (Lead Commissioner) also be invited.

At my meeting with Sam, I found out that there was a lot of good stuff going on in schools to raise mental health awareness but the entry level thresholds for CAHMS were high (i.e. things had to be pretty bad for a young person) before a referral would be made. CAHMS was not an early help service and I would like to explore what other routes there were for early help for children and young people with problems.

Chelsea (CiCC rep) was able to report that she had found that Wiltshire IAPT Service (The Association for Psychological Therapies) would see you to help you if you were on the CAHMS waiting list.

Chelsea also thought that it would be a good idea for there to be a post 18 support group so that young people could talk to someone their own age and with someone who had been through some of the same things that they had – peer support.

It was reported that BANES offer interactive counselling and that we could look at inviting them to come to a meeting to talk about what they offer so that we might be able to fill the hole with the early help aspect of mental health.

Carolyn Godfrey reported that the CCG have transformation funding available for projects and Leanne Field was asked to look at how the Council might be able to facilitate a peer support group.

At the September 2016 meeting of the Panel, James Fortune (Lead Commissioner, Children's Services) and a Roger Duncan, (Family Therapist/CSE and LAC Therapist, Oxford Health NHS Foundation) attended and highlighted the following:

- CAMHS along with other similar organisations have recognised the need

to transform their services and make dramatic improvements in the services they provide.

- The Government have identified key aspirations they would like to see in place by 2020 and a significant financial investment has been made to help transform services and improve outcomes.
- A young person friendly transformation plan has been developed to support young people's wellbeing and mental health in Wiltshire.
- In light of the national vision a new integrated CAMH Service is due to be re-commissioned, to go live on 1 April 2018.

In Roger Duncan's role which is co-located role with Operational Children's Services he undertakes the following activities:

- Monthly CAMHS Consultations to the social workers and LAC nurses.
- Joint visits to LAC reviews and CSE home visits
- Systemic Therapy for LAC children who might not reach the CAMHS threshold
- Support for CAMHS referrals process and signposting
- Mental Health input to complex LAC reviews and strategy discussions
- Systemic thinking, training and case studies with both the CSE and LAC Health Teams.

Jon confirmed that the Counselling service at Canberra in Melksham was up and running and it was hoped that from the New Year 2017 they might be in a position to dedicate some ring-fenced time for LAC to see a Counsellor at the Canberra Centre, just down the road from Aspire House.

Proposals and Actions for moving my Strategic Priority Forward

To be added.

- 5.4 The additional reporting measures previously agreed have been carried forward. The Panel now report its work through the Wiltshire Council Children's Select Committee. Following each meeting the Chairperson of the Panel sends a copy of the Panel minutes to the Chairman of Children's Select Committee. On a six monthly basis the Panel Chairperson prepares a report for Chairman of the Children's Select Committee, addressing progress against each of the seven strategic priorities. In addition to this the Chairperson of the Corporate Parenting Panel presents an annual report to Full Council which will be shared with the Children's Select Committee prior to submission.

5.5 The new strategy and reporting mechanism will enable Corporate Parenting Panel to more effectively scrutinise and hold to account the services that work with and support our children in care

6. In conclusion:

6.1 The Corporate Parenting Panel has struggled in recent years to fully evidence its impact, this was reported in the 2015-16 CPP annual report. The introduction of a new Corporate Parenting Strategy for 2016-17, with new strategic priorities and an enhanced reporting system has helped to ensure greater impact by panel as evidence in the updates from strategic leads within this report.

7. Safeguarding Children and Young People Panel

7.1 The Safeguarding Children and Young People Panel (SCYPP) which was established in February 2014 has continued to meet in September and December 2016 and March 2017.

7.2 The role of the SCYPP is to secure Councillor involvement and commitment throughout the Council to deliver better outcomes to ensure that all Wiltshire children and young people are safe.

7.3 Councillors Pat Aves (Vice Chairman), Richard Clewer, Mary Douglas, Jon Hubbard, Laura Mayes (Chairman), Helen Osborn, Sheila Parker and Melody Thompson formed the membership of the Panel during the period July 2016 to May 2017. The Lead Officer is Lucy Townsend (Head of Service – Safeguarding and Assessment).

7.4 In the last year, the SCYPP has continued to receive briefings on a variety of subjects to enhance member's knowledge and understanding of Operational Children's Services responsibilities for safeguarding children and young people.

7.5 This has included; overviews of the core data which explains how the data is captured and monitored and used to compare Wiltshire with neighbouring councils and agencies, the safeguarding process and the role of the Multi Agency Safeguarding Hub (MASH), information about pre-proceedings, an update on the plan to create a maximum caseload of 18 children promise and attract new social workers to Wiltshire, Emergency Protection Orders and details of the Children's Services Integration Project.

8. Main Considerations for the Council

8.1 The Council is asked to note the work of the CPP to date and the success within year to strengthen its functions and impact of its work.

9. Safeguarding Implications

- 9.1 Within their role as Corporate Parents, Councillors monitor closely the safeguarding of children and young people looked after by Wiltshire Council and in doing so identify issues such as children missing from placement and children at risk of sexual exploitation. These safeguarding functions continue into the future and will be enhanced.

10. Public Health Implications

- 10.1 Looked After Children are at particular risk of experiencing inequalities in health outcomes due to their difficult start in life. Within their role as Corporate Parents, Councillors monitor the health and wellbeing support received by our looked after children to ensure they receive regular holistic assessments of their needs supported by appropriate and accessible service provision. This may include access to a wide range of services including immunisations, emotional wellbeing support or substance misuse services.

11. Environmental and Climate Change Considerations

- 11.1 Not applicable.

12. Equalities Impact of the Proposal

- 12.1 The proposals seek to bring Councillors and Officers to work together to ensure that our Looked After Children and Young People have a voice within the Council in order to influence the improvement of services for them.

13. Risk Assessment

- 13.1 Panel Members are required to have an enhanced DBS check undertaken and Risk Assessments will be drawn up for when visits are made to vulnerable children and when Councillors attend Officer Team Meetings, etc.

14. Financial Implications

- 14.1 Expenses for young people participating in the CPP will be paid for from the Children in Care budget.

15. Legal Implications

- 15.1 Ian Gibbons (Solicitor to the Council) has confirmed that the Panel is an Advisory panel and not a Committee of the Council; it can therefore make recommendations but not decisions. Carolyn Godfrey, the Corporate Director for Children's Services is the lead decision maker.

16. Proposal

- 16.1 To receive and note the Annual Report and ratify the improvements required to strengthen Corporate Parenting in Wiltshire.

Carolyn Godfrey (Corporate Director)

Report Author: Martin Davis (Head of Care, Placements and EDS)

Date of report: 5 June 2017

Background Papers - None

Appendices - Annual Report of the Children in Care Council April 2016 – March 2017

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Wiltshire's Children in Care Council Annual Report
April 2016 – March 2017

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Introduction

Wiltshire's Children in Care Council (CiCC) is coordinated by the Voice and Influence Team, based within Commissioning, Performance and School Effectiveness. The Voice and Influence Team help fulfil the Council's aim that no policy, or service related to children and young people is developed without first seeking their views; and that participation and involvement becomes 'the businesses of every service and organisation that works with children and young people.'

CiCC currently covers the age range 12 – 25. With young people aged 12-18 known as Care Ambassadors; and those aged 19-25 as Care Leaver Ambassadors. We currently have ten CiCC members – an increase of four from when the last report was written. Please see appendix 1 for a profile of current CiCC membership.

The work of the Children in Care Council in Wiltshire over the past year has influenced a range of decisions and working practice within the local authority. This report provides a summary of CiCC activities over the last twelve months, highlights key messages and outlines priorities for future development.

Messages from CiCC members

What CiCC have said	What we're doing
We would like less, but more interactive meetings.	CiCC agreed on a new model/way of working for their meetings. The agreed model is as follows: <ul style="list-style-type: none"> ➤ 3 formal meetings a year with just CiCC members ➤ 1 joint themed meeting with the Wiltshire Assembly of Youth (WAY) and Healthwatch Young Listeners ➤ 2 activity sessions per annum – to which the corporate parents would be invited ➤ 2 shared guardian sessions per annum
We would like CiCC lanyards so that we can easily be identified as members of CiCC from professionals and other young people.	This is currently being looked into and costed up.
We need more members.	During 2017/18 we will continue to advertise the Children in Care Council to increase membership. There are several ways that we will look to do this, which include (but not limited to):

	<ul style="list-style-type: none"> ➤ Word of mouth from current participants ➤ Article in the newsletter for foster carers ➤ All Independent Reviewing Officers being asked to promote the service ➤ Social workers and Personal Advisers being asked to promote the service ➤ Recruitment information sent out in the regular children's services bulletins ➤ Notifications to be sent to all Independent Fostering Agencies, Residential providers and Leaving Care Providers
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Activities during the last 12 months

- Provided training at the induction for new staff within Children's Services.
- Joined numerous job interview panels for children's services staff.
- Represented Looked After Children at the Wiltshire Youth Summit - one member of CiCC has since been invited to sit on a CAMHS participation group, and another has been asked to sit on a Police Youth Advisory Board.
- Met with the new advocacy provider, and helped to design a child/young person friendly leaflet about the service.
- Helped to run an activity day at Braeside in Devizes, which resulted in two new members being recruited to CiCC.
- Helped to launch the anti-bullying charter in November of 2016
- One member of CiCC travelled to the Treasury, to carry out work experience with the Permanent Secretary, Tom Scholar.

Priorities for future development

Although there are now more members of CiCC than there were when the 2015/16 report was written; we still need to look at recruiting new members, to ensure we are more representative of the wider group of looked after children and young people in Wiltshire.

During 2017/18 the team will be trialling a new open forum model within local community areas. The aim of this trial is to engage more children and young people across the county from all different peer groups. This will include (but not limited to):

- Children in Care Council members
- Wiltshire Assembly of Youth members
- LGBT members
- Healthwatch Young Listener members
- School Councils

Please see appendix 2 for more information on the open forums. Please note that standard CiCC meetings will continue to run alongside this open forum.

Appendix 1 – Profile of CiCC members

As at 1 February 2017 there were 457 children and young people in the care of Wiltshire Council (59 more than when the 2015-2016 report was written). CiCC is currently made up of 10 active participants (an increase of 4 young people from when last year's report was written) who have regularly engaged in forums and events during 2016/2017. The youngest member is 12 years old and the oldest is 19. The average age is 16.6years (which is lower than last year when average age was 17.6yrs) There are five females and five males.

Nine members of CiCC are White British, whilst one member is Black African and is an unaccompanied asylum seeker. Other ethnicities are not represented.

Outlined below is how the demographic of CiCC compares against the wider looked after population in Wiltshire:

Age of CiCC cohort compared to overall LAC population

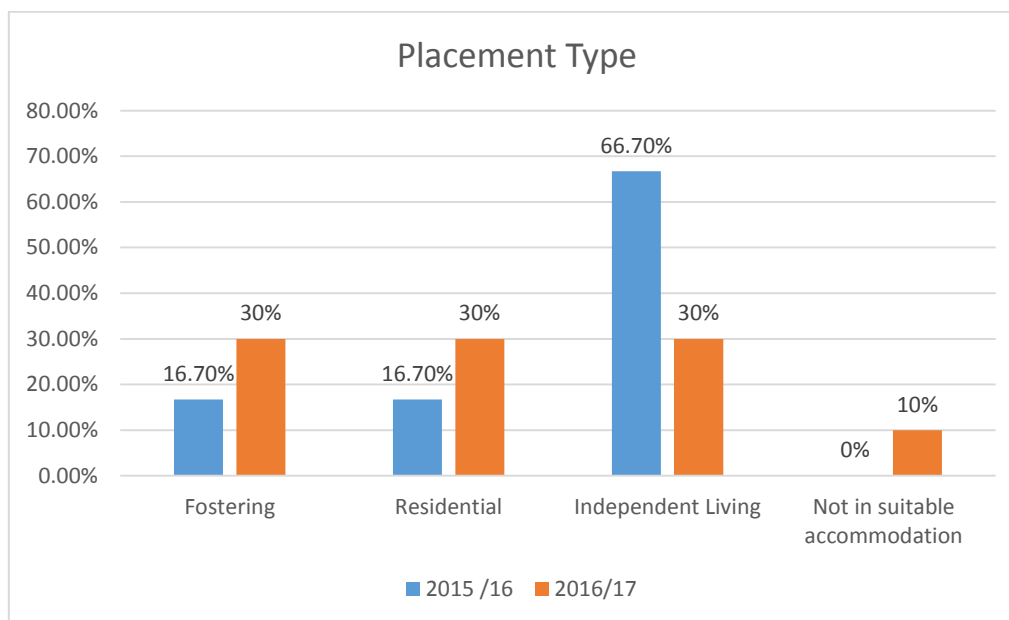
Age	Wiltshire wide	CiCC
Primary age (0-11)	194 CYP 42.5%	0%
Secondary age (12-16)	210 YP 46.0%	3 YP 30%
Post 16	53 YP 11.6%	7 YP 70%

Positively, we now have a representation of 30% in age bracket 12-16, compared to 16.7% when the 2015/16 annual report was completed. We also now have 70% representation in the 16+ age bracket a reduction on the 83.3% the following year. This shows we have a much wider representation in CiCC now than in previous years.

The table below shows the type of provision that the members of CiCC are placed in:

Fostering provision	Residential provision	Leaving Care provision	Care	Not in suitable accommodation
3 (30%)	3 (30%)	3 (30%)		1 (10%)

The graph below shows how this compares to the 2015/16 cohort of young people.



The group does not have representatives in the following types of placements:

- Kinship care
- Foster care through an independent fostering agency
- Host family

There are two members in the current cohort in CiCC who are placed out of county (one in as residential provision and the other in a leaving care provision); the remaining 8 are placed within the geographical boundaries of Wiltshire Council.

No members of CiCC have a disability.

During 2016/17, as well as the standard CiCC meetings; members have also been involved in a high ropes activity day at Braeside, joint meetings with the Wiltshire Assembly of Youth (including the launch of the anti-bullying charter), Wiltshire's Youth Summit, and have restarted the Shared Guardian Sessions.

Appendix 2 – Open forum meeting dates

	What	Date	Where	Who	Comment
1	Constituency meetings	28.03.17 04.04.17 06.04.17	County Hall Monkton Park Bourne Hill	Open access (Invitation to young people from constituency – WAY, CiCC, CAMHS participation group, school councils, LYNs, Barnardo’s ...)	Led by Member Youth Parliament Publicity/promotion by MYPs, Area Boards/LYNs
2	Whole WAY	21.06.17	County Hall	Open access	All welcome
3	Online meeting	20.07.17	Online	Open access	All welcome
4	Constituency meetings	27.09.17 28.09.17 03.10.17	County Hall Monkton Park Bourne Hill	Open access (Invitation to young people from constituency – WAY, CiCC, CAMHS participation group, school councils, LYNs, Barnardo’s ...)	Led by Member Youth Parliament Publicity/promotion by MYPs, Area Boards/LYNs
5	Online meeting	17.10.17	Online	Open access	All welcome
6	Anti-bullying week ‘Big Conversation’	15.11.17	County Hall	Open access	All welcome

Wiltshire Council

Overview and Scrutiny: Annual Report 2016/2017



What is overview and scrutiny?

Wiltshire Council is run by councillors elected by the people of Wiltshire. A small number of them form the cabinet (also referred to as the executive) which sets the direction, determines the priorities and takes the important decisions. The councillors in the cabinet hold powerful positions and it is important that they are held to public account for their actions. This is done through a system called overview and scrutiny and is undertaken by the nonexecutive councillors.

This is common to most local councils. They ensure that decisions are taken based on good evidence including the views of those with an interest in the matter and are in the best interests of the people of Wiltshire. Overview and scrutiny is selective in what it looks at so that it can add value to the most important services provided by the council, its partners and contractors. Wherever possible it helps to shape policy through early discussions as well as scrutinising proposals before they are finally agreed. A list of the matters which will be considered by overview and scrutiny is published in its forward work programme.



How do we do it in Wiltshire?

There is an overview and scrutiny management committee and three specialist select committees covering the following main service areas:

- Health (including the NHS, public health and adult social care)
- Environment (including highways, waste and transportation)
- Children (including education, vulnerable children, youth services and early years)

The management committee, as well as coordinating the work of the select committees, covers internal matters such as finance, performance and staffing. Most of the work is done by small groups of elected members from across the political parties reviewing single specific issues in detail. These groups then report to the select committees and make recommendations for improvement to the cabinet and others as necessary.

Focus

The work programme focuses on the commitments given by the council in its Business Plan 2013-2017 and approaches its work in the following way:

- Better outcomes for the people of Wiltshire
- Adding value to the way decisions are reached
- Working constructively with the cabinet
- Challenging positively as a critical friend
- Basing its findings on good evidence
- Learning from others

Overview and Scrutiny Management Committee



Cllr Simon Killane



Cllr Alan Hill

Councillor Simon Killane, Chairman of the Committee, said,

“In a society with increasing access to internet data, opinion and news, the role of overview and scrutiny within local government is becoming increasingly important to give the public enhanced confidence in the complex and difficult decisions that their elected representative make. Scrutiny at Wiltshire Council has strengthened decision making by empowering non-executive councillors and the wider public to challenge and help shape important policy decisions.”

Key items we have looked at

Voluntary groups using Household Recycling Centres (HRCs)

Hydrocarbon Extraction (fracking)

Four-Year Financial Settlement

Budget scrutiny

Project Board – Wiltshire Online

... and what we have achieved

Ensured that proper processes had been followed before changes to HRC use were implemented

Explored the legal framework around ‘fracking’ and checked what policies the council has in place

Scrutinised the pros, cons, risks and opportunities of accepting the four-year financial settlement offered to the council by central government

Ensured that the proposed council budget was sound and explored potential impacts on services

Continued to receive updates from officers and the scrutiny member representative on the High-Speed Broadband Project Board, which oversees the rollout of superfast Broadband across Wiltshire.

Health select committee



Cllr Chuck Berry



Cllr Gordon King

Councillor Chuck Berry, the Chairman of the Committee, said:

“The Health Select Committee has contributed to, and scrutinised, the delivery of Wiltshire and its partners with regard to health and care for our residents. The committee has offered up and shared new ideas and listened to and considered new approaches from Wiltshire and the wider health community as we work together for the betterment of the county’s health and wellbeing.”

Key items we have looked at

Helping pharmacists do more

Key items we have looked at Wiltshire ambulance service

... and what we have achieved

Began developing a training programme to enable pharmacists to play a greater role in providing local health care services

... and what we have achieved (continued)

Scrutinised the response times and other performance measures of the South West

Standards of care at local acute hospitals

Held to account the Great Western and Salisbury District hospitals for recent CQC inspection gradings of "Requires Improvement"

Better Care Plan

Provided ongoing member scrutiny of how innovation funding was being used. Made recommendations on addressing the significant workforce challenges in the care sector and the adoption of a shared approach to risk across health and care partners.

Children's select committee



Cllr Jon Hubbard



Cllr Jacqui Lay

Councillor Jon Hubbard, the Chairman of the Committee, said:

"Children's Select has continued to work increasingly closer with the young people we are representing through our sitting representative from the WAY (Wiltshire Assembly of Youth). We have contributed to and scrutinised many big-name topics, including Child Sexual Exploitation and the ever-changing arena of School Improvement. Together we have worked as a committee to ensure that the young people within our county are healthy, safe, and provided with exceptional youth and educational services."

Key items we have looked at

Wiltshire Assembly of Youth (WAY)

...and what we have achieved

As part of a commitment to closer working with young people the committee now receives update reports from their young people's representative

Child Sexual Exploitation (CSE)

Extra CSE training sessions for Wiltshire councillors and monitoring of the council's CSE action plan.

The task group produced recommendations on the council's CSE action plan including ensuring that the outcomes could be measured and monitored.

School Improvement

Compared Wiltshire's School Improvement Strategy with those of other local authorities and made recommendations to help ensure all pupils attend an excellent school and can achieve their full potential.

Key items we have looked at

Adoptions West

...and what we have achieved (continued)

Monitored progress of Wiltshire's collaboration with five other local authorities developing a Regional Adoption Agency (RAA).

Environment select committee



Cllr Bridget
Wayman



Cllr Peter Edge

Councillor Bridget Wayman, the Chairman of the Committee, said:

“Many key pieces of scrutiny work for ESC this year, including work on Housing Service Support, Resident Engagement, Waste, and the Gypsy and Traveller Plan. The committee also considered the draft version of Wiltshire’s first ever Playing Pitch Strategy before it was approved by Cabinet. Committee members provided several useful comments before endorsing the draft including several previously not included pitches across the county. The strategy will come back to ESC as a legacy topic”.

Key items we have looked at

Waste Service Changes

Resident Engagement for Social Housing Tenants

Highways Maintenance

Housing Service Support Contracts

...and what we have achieved

Investigated the impact of reduced Household Recycling Centres’ hours and traffic management issues and the impact of the new green waste collection service, particularly in relation to fly-tipping.

Provided feedback on Wiltshire’s approach to engaging with social housing tenants following meetings with three other key housing providers in Wiltshire.

Received the first annual report since the new highway contract started and was assured that good progress had been made on implementing the ‘Local Highways Investment Fund 2014 - 2020’, and there had been a substantial improvement in road conditions in Wiltshire.

Two separate rapid scrutiny exercises held to investigate the recommissioning of the contract along with the approach taken to procure services and made recommendations on what form the option to procure would look like.

How is overview and scrutiny supported?

The nonexecutive councillors run overview and scrutiny, but are supported in their work by a team of three officers. They sit within the council's corporate office, which supports all aspects of decision-making. The team ensures that the councillors have all the necessary information and evidence they need and can speak to those people that have a direct responsibility or interest in the matter. This can include making arrangements to hear from service users and going on site visits.

The team also undertakes research and writes reports on behalf of the select committees and task groups.

Events during the year

Wiltshire Council is an active member of the national and south west overview and scrutiny networks. It regularly speaks to others about how things can be done better. It is open to learning and has held a number of related training events as well as attending the Centre for Public Scrutiny's annual conference.

With elections coming up, overview and scrutiny has been looking back on its successes and challenges during the 2013-17 council. In January, councillors attended a workshop to discuss what overview and scrutiny does well and where it could improve. The workshop formed part of a wider reflective process that will lead to a report to the next council making recommendations on what topics deserve further focus and what new approaches to scrutiny might be effective.



Looking forward

In January central government launched an enquiry into whether overview and scrutiny is working effectively and whether local communities are able to contribute to and monitor the work of their councils.

The enquiry comes almost two decades after the original overview and scrutiny legislation was introduced and follows failures in a number of high profile cases, including child sexual exploitation in Rotherham, poor care and high mortality rates at Mid Staffordshire NHS Foundation Trust and governance failings in Tower Hamlets.

As a council that is committed to overview and scrutiny, Wiltshire Council has submitted an individual response to this national enquiry and will monitor its progress and findings.

In a time of reducing resources, Overview and Scrutiny will need to help councils develop new and innovative ways of working that achieve service improvements even in a tough financial climate.

These are challenging, but exciting and rewarding times for overview and scrutiny.

Want to know more?

Contact Henry Powell, Senior Scrutiny Officer, 01225 718052, henry.powell@wiltshire.gov.uk
County Hall, Bythesea Road, Trowbridge, Wiltshire, BA14 8JN

Information about Wiltshire Council services can be made available on request in other languages and formats such as large print and audio.

Please contact the council by telephone: 0300 456 0100, or email: customerservices@wiltshire.gov.uk

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Wiltshire Council

Council

11 July 2017

Subject: Wiltshire Council Draft Business Plan 2017-2027

Cabinet Member: Baroness Scott of Bybrook OBE, Leader

Key Decision: Yes

Purpose of Report

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

Proposal

2. Council is asked to:
 - consider the proposed business plan 2017-2027;
 - review the feedback from overview and scrutiny, staff, town councils and Wiltshire Public Service Board on the revised draft business plan circulated to the cabinet meeting on 3 July and how this has informed its revision; and to
 - approve the Business Plan 2017-2027

Background

3. The Business Plan is an important document which sets the council's strategic direction, priorities and key actions.
4. Wiltshire Council approved its [first business plan](#) and supporting [financial plan](#) (2011-15) in February 2011. The [second business plan](#) for 2013-17 was agreed at the start of the council's second term.
5. A draft Business Plan for 2017-27 is attached as Appendix 1. It continues to build on and extend the vision, goals and achievements from previous business plans – and to reflect the priority areas following the recent elections.
6. The new draft Business Plan has been prepared to reflect:
 - the significant external challenges and changes that the council will face over the coming years; and,
 - changes to the way the council will have to operate to manage these challenges.

Main considerations for Council

7. The draft Business Plan is split into three main sections:
 - The vision of strong communities, is underpinned by three priorities of growing the economy; strong communities; and protecting the vulnerable. Under each of the priorities, goals set out the actions and what will be different in the future.
 - An explanation of what we will do – above and beyond business as usual - to deliver our goals, together with an explanation of why the goals are important and the challenges that need to be managed.
 - How we will do business – Wiltshire Council's approach to managing change and ensuring an innovative and effective, healthy, high-performing organisation, working with partners and communities. This includes a focus on digitisation, commercialisation and the One Wiltshire Estate programme.
8. The new business plan will shape a portfolio of work to improve how we deliver services for communities and businesses across Wiltshire. There will be changes to our services, including an increased focus on prevention and early intervention, to reduce demand for some of our services - so people get help as early as possible to prevent problems escalating.
9. Alongside this we will integrate health and social care to meet the increasing demand for care services. There is also a need to work closer with our partners on public protection and for greater personalisation of care and safeguarding services, focused on the needs of families and individuals.
10. We will work with our communities to encourage them to do more for themselves including the transfer of assets and services and enabling greater digital access to all services – 24/7, on line, digital by choice.
11. We will continue to build on the One Public (Wiltshire) Estate work, working with partners to be an innovative and effective council with more joined up working and sharing of resources with police, fire, health and other key partners.
12. Close working with local businesses and neighbouring authorities will continue to be important to deliver development and high skilled employment for the county. As will be the drive to have high quality schools, Further Education and Higher Education provision, good roads, transport networks and employment sites, as well as sufficient housing and clean, attractive and safe environments.
13. The draft Business Plan articulates a framework to ensure the council delivers and is flexible and responsive. This includes:
 - An approach to delivering the council's services through eight 'innovative and effective council' themes. Multi-year service plans will be developed reflecting these themes and updated on an annual basis;
 - A financial model which is updated quarterly as part of the budget

monitoring and setting process and a performance model which reports to cabinet quarterly.

Safeguarding considerations

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

Public health implications

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

Environmental and climate change considerations

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

Equality Analysis of the Proposal

17. The draft plan continues to identify protecting the most vulnerable in our communities as a key priority for the council.
18. The equality implications of the council's major long-term strategies, programmes and plans have already been approved and were taken into consideration in developing the draft plan and equality analysis will be undertaken for new proposals as these are developed.

Financial Implications

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

Legal Implications

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

Consultation and next steps

21. A draft of the Business Plan was considered at Cabinet on 20 June and subsequently by Overview and Scrutiny, staff, Wiltshire Public Service Board and town and parish councils. Cabinet approved minor changes on 3 July to address feedback.

22. Following consideration of the Business Plan today the next steps will be:

12 July	Final design version of business plan to be published online and an easy-read version to be produced
12 July	Media briefing/launch of new plan
12 July	Business plan to be issued to all staff and members electronically
13 July	Managers' Forum – update to Heads of Service. HoS to be asked to continue discussing with their teams
November	Business plan will be the focus for interactive staff engagement forums in Trowbridge, Chippenham and Salisbury

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Date of report: 3 July 2017

Background Papers:

Papers to Cabinet on 3 July, including feedback from scrutiny and partners and revisions accepted by the administration.

<http://cms.wiltshire.gov.uk/ieListDocuments.aspx?CId=141&MId=11300&Ver=4>

Appendix:

Draft Business Plan

Cabinet Report with appendices

Introduction

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

Our vision is to create strong communities in Wiltshire

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

Growing the economy

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

Strong communities

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

Protecting those who are most vulnerable

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

An innovative and effective council

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

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

Baroness Scott of Bybrook OBE, Leader, Wiltshire Council

Wiltshire Council Business Plan 2017-2027

Our vision is to create strong communities

Our priorities are:

Growing the Economy	Strong Communities	Protecting the Vulnerable
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Our goals are:

<p>Highly Skilled Jobs (Employment) I can develop my skills & get a good job</p> <ul style="list-style-type: none"> - Good schools results - More apprenticeships and improved access to Further and Higher Education - More businesses start-up, grow & invest in Wiltshire - More sustainable tourism and rural jobs 	<p>Community wellbeing (Localisation) I can get involved and influence locally</p> <ul style="list-style-type: none"> - Strong community leadership - More services & assets devolved to parish councils & community groups - More Neighbourhood Plans - More volunteers and work with VCS - High recycling rates & reduced litter - Military & Civilian communities are well integrated 	<p>Early Intervention (Prevention) I get the help I need as early as possible</p> <ul style="list-style-type: none"> - Proactive Early Help & Children's Centres' services. - Schools that help all pupils achieve - Reduced social isolation & loneliness - Improved mental health - Increased support for carers
<p>Housing & Environment (Sustainable Development) I live in a good home I can afford</p> <ul style="list-style-type: none"> - More affordable homes to rent & buy - Development where it is needed (implement and review core strategy to protect and enhance environment) - Successful return of the British Army from Germany to Wiltshire - Public land released for homes & jobs 	<p>Safe Communities (Protection) I feel safe</p> <ul style="list-style-type: none"> - Good regulation and consumer protection - Reduction in Anti Social Behaviour - Reduction in substance misuse - Reduced road casualties - Reduced risk of floods and other threats 	<p>Joined up Health & Care (Integration) I receive seamless care</p> <ul style="list-style-type: none"> - One service for health and social care - Improved outcomes for children with a disability and care leavers - Improved support for those with Mental Health or Learning Disabilities - More social workers embedded with NHS teams - Targeted support for complex cases
<p>Transport and Infrastructure (Access) I can get around and access good services</p> <ul style="list-style-type: none"> - Road infrastructure is improved - New infrastructure to support housing & employment growth - Improved strategic roads & rail - Accessible public transport services - Regeneration of town centres - More areas with fast broadband 	<p>Personal wellbeing (Prevention) I can take responsibility for my wellbeing</p> <ul style="list-style-type: none"> - Healthier population - Good countryside access and cycling and walking opportunities - Improved leisure provision through new campuses & community hubs (including libraries and community engagement) 	<p>Empowering & Safeguarding Families and Individuals (Personalisation) I get the right care, right place, right time</p> <ul style="list-style-type: none"> - Services put you in control - Agencies work together to safeguard - Looked after children are safe & well - Suitable accommodation in place for vulnerable younger and older people - Care is at or as close to home as possible

Working with partners as an innovative and effective council

<p>Community Involvement Robust decision making which is open, inclusive, flexible and responsive</p>	<p>Commercialism An efficient, commercial and long term approach with an increase in trading of our services and £45m savings by 2021.</p>	<p>People An outstanding workforce with a can-do attitude - supported through clear career paths, talent management and learning and development</p>	<p>Change Transforming services through systems thinking, underpinned with a rigorous programme approach.</p>
<p>One Wiltshire Estate Shared estate with public partners and a strategic, commercial approach.</p>	<p>Digital Use of dynamic, digital technology and shared records with partners.</p>	<p>Performance A focus on customers and delivering good outcomes</p>	<p>Delivering together Designing services with communities; considering new delivery models and joint commissioning with partners</p>

Delivering our priorities

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

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

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

- An increased focus on **prevention** and **early intervention** to reduce demand for some of our services - so people get help as early as possible to prevent problems escalating
- More **localisation** by passing assets and services to local towns, parishes and community groups to deliver
- **Integration** of health and social care to help meet the increasing demand for care services
- Greater **personalisation** of care and safeguarding services, focused on the needs of families and individuals
- Closer working with Wiltshire Police and Dorset and Wiltshire Fire and Rescue Service on public **protection**

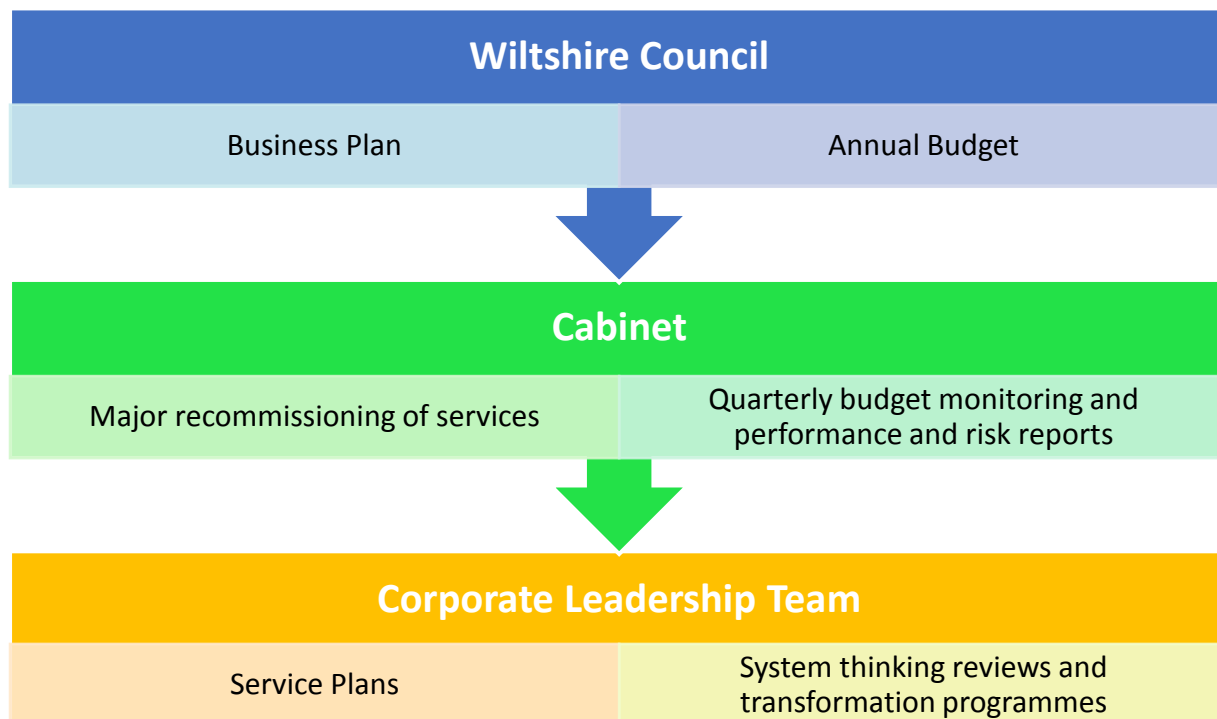
Working with local businesses and neighbouring authorities will be important to deliver new **development** and high skilled **employment**. A strong and sustainable economy across Wiltshire is vital for delivering other priorities. Wiltshire Council will:

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

The challenges we face will continue - these include:

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

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



? What will this Business Plan mean for me?

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

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

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

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

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

Growing the Economy

Highly Skilled Jobs (Employment)

“I can develop my skills and get a good job”

Why is this important?

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

What are the challenges?

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

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

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

Housing and Environment (Sustainable Development)

“I live in a good home that I can afford”

Why is this important?

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

What are the challenges?

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

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

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

Transport and Infrastructure (Access)

“I can get around and access good services”

Why is this important?

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

What are the challenges?

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

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

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

Strong Communities

Community wellbeing (Localisation)

"I can get involved and influence locally"

Why is this important?

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

What are the challenges?

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

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

Safe Communities (Protection)

“I feel safe”

Why is this important?

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

What are the challenges?

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

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

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

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

Personal wellbeing (Prevention)

“I can take responsibility for my wellbeing”

Why is this important?

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

What are the challenges?

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

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

Protecting the Vulnerable

Early Intervention (Prevention)

“I get the help I need as early as possible”

Why is this important?

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

What are the challenges?

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

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

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

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

Joined up Health & Care (Integration)

“I receive seamless care”

Why is this important?

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

What are the challenges?

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

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

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

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

Empowering & Safeguarding Families and Individuals (Personalisation)

“I get the right care, in the right place, at the right time”

Why is this important?

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

What are the challenges?

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

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

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

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

Working with partners as an innovative and effective council

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

1. Community Involvement

We have robust decision making in place which is:

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

2. Performance

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

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

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

3. People

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

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

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

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

4. Commercialism

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

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

5. Digital

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

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

6. Change

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

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

7. One Wiltshire Estate

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

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

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

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

8. Delivering Together

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

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

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

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

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

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

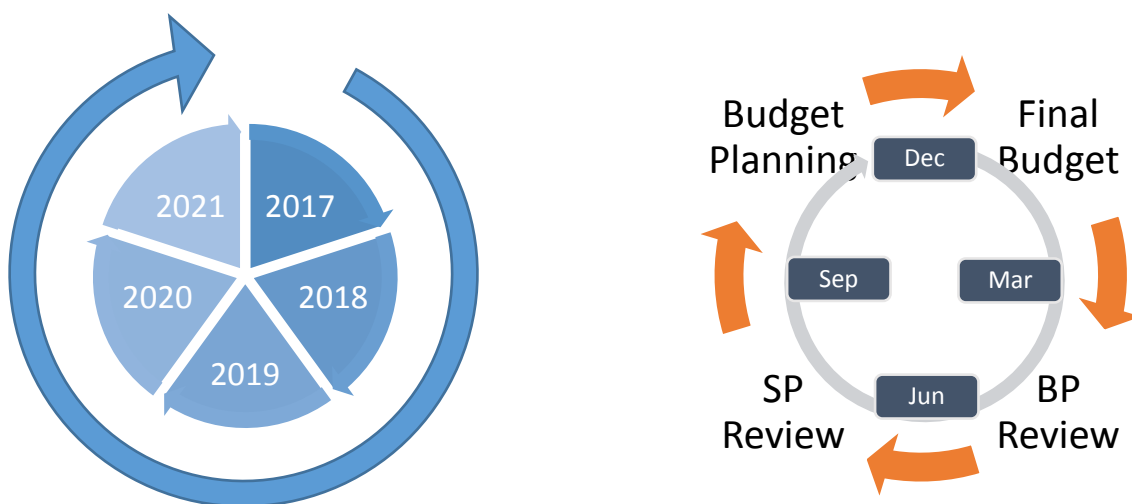
Key partnerships:

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

Corporate Planning Cycle

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

The council's business plan has been agreed in summer 2017. This will be followed by the creation of service plans which detail how available resources (financial and staffing) will be used to deliver the council's priorities. The information in the service plans will be used, in part, to inform the budget planning for the following year. After the completion of the budget, progress against the business plan can be reviewed and the process begin again.



The information in service plans will be used to set out additional detail for each service against the eight 'innovative and effective' themes – including decision checkpoints, financial projections and savings, required system thinking reviews and transformation projects, corporate risks and performance measures (used to monitor progress against the goals in the business plan), staffing changes and development, asset requirements and the procurement pipeline.

Wiltshire Council Business Plan 2017-2027

Financial Summary

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

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

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

Draft Business Plan – update

The table below sets out the main comments received during consultation and the changes that are being proposed to the draft Business Plan as a result which are shown as tracked changes in the attached updated draft Business Plan.

Comment	Response
Highly Skilled Jobs: needs action on rural employment	Inserted as an action 'support rural business start-ups through conversion of redundant rural buildings into small business units via the planning process'
Highly skilled jobs: need to include aspiration for a Wiltshire based university.	The existing text covers the need to increase access to HE and to build on good links between FE and HE.
Highly skilled jobs: skills strategy reference needed	This has been inserted
Under Growing the Economy ;Highly Skilled Jobs - below the last sentence "More sustainable tourism and rural jobs", could a line be inserted to read : 'Protecting and promoting Wiltshire's unique historic environment'	This has been included as an action to deliver sustainable tourism
Housing and Environment – needs reference to sustainable development and the need to protect and enhance historic and natural environment	Inserted the word sustainable and reference to protecting and enhancing historic and natural environment has been added
Housing: need to expand on aspiration to develop open market and affordable housing in key areas	Reference to open market housing inserted
Environment: insufficient reference to carbon reduction and other environment issues measures	There is reference to council policy to make buildings environmentally friendly, all Cabinet reports have sections for environmental assessment and the Core Strategy has policies in relation to environmental issues.
Safe Communities: remove the reference to 'the internet of things'. Need to insert reference to cyber-crime.	Amended accordingly
Personal Wellbeing: Good Countryside access section – need to ensure that	Reference to planning system inserted

planning delivers viable cycling and walking routes to and from new developments.	
Personal wellbeing: could the last sentence in the section be extended to read 'improved leisure provision through campuses, community hubs and libraries and cultural engagement'	Amended accordingly
Integration: Introduction of the Business Plan refers to "a dignified end of life". However, there is no further reference to this in the body of the Plan document.	Reference to the joint end of life care strategy has been inserted
Integration: the council could lead the way with even more apprenticeships especially for former children in care.	This will be considered as part of the care leavers covenant referred to.
Safeguarding: "For adults, there are new and more complex challenges in safeguarding in areas such as human trafficking, modern slavery and preventing extremism" – should this not also include children?	Reference to children inserted
Safeguarding: Need for housing strategies for Looked After Children as part of protecting the vulnerable	Reference is included
Working with our partners to be an innovative and effective council: Point 1: we need to make sure people are given the chance to express their views in the decision making process	This is part of the good consultation practice referred to in the paragraph
Working with our partners ...: point 7 we talk about our campuses and hubs being in towns, some of our area boards don't have a town in and still want some form of campus.	Reference to towns removed
Do youth services have a high enough priority?	Reference is already included to youth activities and diversionary activities under localisation and protection themes.
Rail strategies could be part of strong communities	Yes, although the action to deliver this fits best under improving access

A response from Chippenham Town Council has also been received and is attached for information. This includes a number of issues specific to the town which will be considered in the development of detailed DPDs, service plans and related strategies. Also in response to this:

- reference to all age groups being considered for apprenticeships has been inserted
- housing allocation plan for Chippenham outlines future intentions
- Broad town centre regeneration opportunities are mentioned
- Reference to improving leisure and campuses is already included
- The plan does not refer to autism but all SEND and LD as broad categories
- town and parish councils have been highlighted as key partners and all were invited to comment on the plan via the parish newsletter

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Robin Townsend
Associate Director
Corporate Function, Procurement and Programme Office
Wiltshire Council
County Hall
Bythesea Road
Trowbridge
Wiltshire
BA 14 8JN

30th June 2017

Dear Mr Townsend

WILTSHIRE COUNCIL DRAFT BUSINESS PLAN 2017 TO 2027

Chippenham Town Council welcomes the opportunity to comment on the draft Wiltshire Council Business Plan 2017 to 2027. The council is currently working to produce its own strategic plan for Chippenham Town Council and will be engaging with the local community over the coming months.

As a council it continues to support and promote partnership working and welcomes the opportunity to be part of the discussion on future transfers of assets and devolvement of services. It also welcomes, in principle, the potential investment and improvements highlighted for the A350 and in and around the railway station.

However it is disappointing that Chippenham continues to be behind in the delivery of its campus or health and wellbeing hub and would like to see this made a higher priority.

The Town Council notes the possibility of increasing the hours of operation of the household recycling centres. As Chippenham is set to expand over the coming years the opportunity for an additional site for recycling would be welcome, as the site at Stanton St Quinton is busy and comes with frustrations of poor access and heavy traffic which deters people using it at its peak times.

Providing opportunities for employment and improvements to existing infrastructure for established businesses is most welcome. However there is no reference to any improvements to the well-established industrial estate of Bumpers Farm which contains a wide range of large and small businesses and yet continues to struggle with parking and access in and out of the site. This limits opportunities and so an additional access point from the A350 would enable it to achieve continued growth over the next few years and would increase employment in the local community, rather than employers having to look elsewhere to site their businesses.

Having considered the plan in detail the council has the further comments to make:



GROWING THE ECONOMY

There is no mention in the plan of supporting and integrating older people back into the work place, nor any reference of support to encourage mothers back to work. The emphasis is on younger people and providing them with opportunities. Consideration needs to be given to these 2 sectors of the population in order to achieve a diverse workforce.

It is understood that there will potentially be 3000 students and apprentices working out of the Dyson site at Hullavington. Chippenham wants to ensure that it is able to offer them a place for living, for leisure and for services.

HOUSING AND ENVIRONMENT

The Town Council believes that a strategic review of health care provision in Chippenham is needed, particularly in light of its growing population and the investment needed to support it.

The business plan states that housing development should take place in areas where it is needed. In which case, the town and parish councils need to have a bigger say on where development is placed. Please proactively engage with the Town Council at the earliest stages with respect to future housing development in town.

There is a significant reference to the return of military personnel from Germany over the coming years, but the development of the site at Lyneham is not mentioned. The council believes strongly that for a successful integration into the northern part of the county investment must be made, certainly in the road infrastructure and areas around the motorway and railway hub, which will see much more activity. This infrastructure is vital in order to move people around.

What exactly is the future building programme for Chippenham in relation to housing?

Can the document include a definition of affordable housing?

TRANSPORT AND INFRASTRUCTURE

There is a concern in Chippenham that the improvement to the railway station could be seen as an improvement of the town centre. The council accepts that the railway station needs investment but in Chippenham the two sites are separate. The council would like Wiltshire Council to invest in the town centre and to regenerate the town. Why is investment in Chippenham's town centre not mentioned in the plan? In particular for Chippenham there is the disappointment of the Bridge Centre that has become an eye-sore with no firm plans for either regeneration or development. There is also a concern that the Law Courts centre will be closed, but currently with no firm plans or vision for its future.



STRONG COMMUNITIES

The Town Council is concerned by the ineffectiveness of the Community Area Transport Group in a town the size of Chippenham. The Group presently uses a lot of councillor and officer time for very little by way of achievement. The current level of funding needs to be increased to allow priorities to be taken forward and Chippenham needs to have a dedicated budget, separate from the surrounding villages.

The Town Council recognises that there needs to be more volunteers but does not know where they will come from.

The Town Council notes the reference to asset transfers and devolution of services. Chippenham, however, is very concerned that it is not listed as being in the first phase. It notes that the first phase consists of larger towns and some of the smaller towns. Chippenham is one of the largest towns in the County and needs to be in the first phase.

In relation to Neighbourhood Plans, Chippenham Town Council would like to work with Wiltshire Council to develop a plan, but to consider what other plans are available in order to achieve a similar outcome. It might be that a Neighbourhood Plan is not suitable for Chippenham but that some alternative plan can be developed to influence development, growth and opportunity.

Chippenham has a Masterplan that was produced in conjunction with Wiltshire Council which could form an ongoing reference document for the Town Council to build upon. The Town Council requests that reference is made to the Town Council taking on this Master Plan as a living document that could be used to articulate its aspirations for development of the town, and particularly the town centre. The plan emphasises Chippenham being a river town and the Town Council does not want to lose sight of the river being central to the town's regeneration.

SAFE COMMUNITIES

Chippenham is proactive in this area and has achieved the status of Purple Flag. It would benefit from more support from Wiltshire Council to continue to retain this accolade.

Flooding is an issue for all areas and is set to become a serious issues in future years. Chippenham is vulnerable to flooding in and around the town centre and the Town Council would like to see a reference to climate change and increased flood risk being taken into account in its future strategic planning.

PERSONAL WELLBEING

The council notes the reference to the campuses and community hubs in certain towns and would like to know why there is no mention of such developments, which are much needed, in Chippenham. Neither is there any mention of investment in sports and leisure provision (generally)



or investment in or upgrading of the Olympiad Leisure Centre (the only leisure centre in Chippenham). Please could Wiltshire Council inform us of its intention around the Olympiad?

PROTECTING THE VULNERABLE

The plan does not clarify who is deemed to be vulnerable. It makes no reference to those who have autism. Chippenham has 3 wards (from the top 10 in Wiltshire) which are deemed to be areas of severe deprivation and more needs to be done to address this situation.

WORKING WITH PARTNERS AS AN INNOVATIVE AND EFFECTIVE COUNCIL

There is a lack of reference to the town and parish council sector as key partners, yet reference to them throughout the plan as working with Wiltshire Council. There is a lack of reference to Chippenham being one of the largest towns and the council would like this to be addressed. The Town Council also requests that opportunities for inclusion and consultation as a partner are developed.

ONE WILTSHIRE ESTATE

The reinvestment of capital receipts elsewhere, rather than in the town where the money was generated, is a concern for Chippenham. Chippenham is a prominent county town, not merely defined by its parish boundary, as it provides services for so many from outside of the parish. Money needs to remain in the area in which it was generated, and not diluted and passed away. That money is needed for investment in infrastructure, roads, transport links and campus and leisure facilities. The town is aspirational and will only be able to deliver on these aspirations if there is money to support the infrastructure, to encourage growth, to create opportunities and to encourage people to migrate their homes and businesses to Chippenham.

Development of infrastructure must be considered and delivered before the development itself. This will encourage further investment and will make a success of development.

DELIVERING TOGETHER

The Town Council is disappointed that the “delivering together” does not list the town and parish council sector as key partners when so much of the document refers to this sector. The Town Council, individually and collectively with other councils, is an important partner and wishes to be considered at such. The council is grateful for the opportunity to comment on this document, but notes that it was a request from the town council, and not an invitation from Wiltshire Council, to consult on this document that had resulted in this response. The council emphasises that it is an important partner and requests to be considered in future consultation and dialogue.



The Town Council recognises that previously there has been a lack of investment in Chippenham, but moving forward the council requests that consideration is given to Chippenham Town Council as a key partner. It is inevitable that Chippenham will increase significantly and that the council will be a partner in asset transfers and it welcomes the opportunity to work with Wiltshire Council.

Chippenham has experience where previous developments and consultations have failed to deliver on infrastructure: The Pewsham development failed to generate an improved road network, and more recently the development of Cepen Park North and South left the development with no community assets or spirit. The Town Council wants to ensure that this is not repeated and wants to invest in all communities at the right time, with the right infrastructure and assets, in order to build a strong community identity. The Town Council wants to make sure that the communities are not sterile, that they are not transient and do not become areas for commuters only.

It appears that the general tone of the business plan is aimed at the rural parishes and remote communities and recognises less the role that the larger urban and more diverse communities play.

The Town Council notes that Baroness Scott has highlighted the need to have a vision of a strong community and this can only be achieved with investment.

On a final note, there is little reference to Climate Change. It is noted but there are no actions to address any concerns.

As stated earlier, we welcome the opportunity to share the council's comments with you and look forward to being part of the next stage of the process.

Yours sincerely

Councillor Sandie Webb

Leader of Chippenham Town Council

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**Extract of minutes of Overview and Scrutiny Management Committee
21 June 2017**

57 Wiltshire Council Draft Business Plan 2017-2027

The Business Plan is a policy framework document which sets the council's strategic direction, priorities and key actions. The last Business Plan was approved at the start of the previous council's term and ran from 2013-2017. A new draft Business Plan had been prepared by the administration following the May 2017 local elections, with a plan period of 2017-2027.

The Leader of the Council, Baroness Scott of Bybrook OBE, presented the draft plan along with a report received by Cabinet on 20 June 2017. She explained that the draft plan built on and extended the vision and goals of the previous plans, focusing on the key priorities of building stronger communities, a growing economy and protecting the vulnerable. The draft plan also provided a framework to ensure the council delivers on its priorities, with regularly reviewed multi-year service plans and quarterly updated financial models.

It was explained that Cabinet would be reconsidering the draft plan in light of any comments from Overview and Scrutiny as well as other partners on 3 July 2017, ahead of consideration by Council on 11 July 2017.

The Committee then discussed the draft Business Plan and sought additional details from the Leader and senior officers on how the draft plan would deliver the key priorities, as contained the report appended to these minutes. In particular it was noted that the Business Plan had been produced following the election and therefore not much time was allotted for scrutiny, and that the context of the plan in conjunction with the medium term financial strategy was of continued reductions in government grants.

Other issues included questions on future plans to integrate health and social care services and transformation of adult care, details on apprenticeship growth, and arrangements for asset transfers to town and parish councils, including any potential for detailed guidance on best practice and level of assets recommended to be taken on at that level.

Resolved:

- 1) That the Committee is satisfied with the time and opportunity it has had to scrutinise the draft Business Plan 2017-21 and notes that the Plan will now go forward to Cabinet and Council for approval.**
- 2) That Cabinet be asked to take note of the comments of the Committee as detailed in a report to be approved by the Chairman and Vice-Chairman.**

Wiltshire Council

Cabinet 3 July 2017

Council 11 July 2017

**Overview and Scrutiny Management Committee
Report on the Draft Business Plan 2017-2027**

Purpose of report

1. To report to Cabinet and Full Council a summary of the main issues discussed at the meeting of the Overview and Scrutiny Management Committee held on 21 June 2017.

Background

2. The Business Plan is a policy framework document which sets the council's strategic direction, priorities and key actions.
3. The meeting of the Overview and Scrutiny Management Committee provided an opportunity for non-executive councillors to question the Leader of the Council and senior officers on the draft Business Plan 2017-2027 ahead of final consideration by Cabinet on 3 July 2017 and Full Council on 11 July 2017.
4. The Leader of the Council, Baroness Scott of Bybrook OBE, supported by Dr Carlton Brand, Corporate Director, and other members of the Executive, was in attendance to present the draft Business Plan and to provide clarification and answers to issues and queries raised by the Committee.
5. Details included in the introduction from the Leader and the Corporate Director had included but were not limited to:
 - That the draft Business Plan built upon and extended previous versions, reflecting on priority areas following the recent election
 - That significant external challenges, particularly in relation to reduced funding and increased pressures in key areas, required changes to the way the council operated and the draft plan reflected this.
 - The key priorities of creating stronger communities, a growing economy and protecting the vulnerable remained, with corporate planning cycles for service plans and reviews to ensure these were delivered.

Main issues raised during questioning and debate

6. The Chairman invited the Chairmen of the Select Committees to lead off discussion, before opening to general queries. Points raised together with any responses are provided in the following paragraphs.
7. Details were sought on the intention to integrate health and social care, in particular the emphasis on personalisation of care and safeguarding services. It was stated some people would always have difficulty accessing services they needed, and an adult care transformation programme had begun to identify how resources could be

APPENDIX to the Overview and Scrutiny Management Minutes of 21 June 2017

focused best on those who need them while still being affordable. It was also noted that it was intended for there to be a joint Corporate Director between Wiltshire Council and the Clinical Commissioning Group, and that at lower levels there needed to be further partnerships to deliver integrated services.

8. Questions were raised relating to the transfer of assets to town and parish councils, and it was stated that in the financial climate it was the case that if towns and parishes chose or were unable to take on management of some assets, some services would need to cease. It was argued that towns and parishes were better able to identify local needs for particular services and assets, and better able to justify precept rises to pay for those local services and assets, and manage them efficiently.
9. It was noted that the process of transferring assets, as for example with the Salisbury City Council CCTV, had been very expensive and time-consuming, and work was taking place to attempt to simplify the process considerably, with a revised asset transfer policy to be presented to Cabinet later in the year. Additionally, some members considered it would be beneficial if a template financial model or best practice guide between Wiltshire Council and towns and parishes were produced, giving all parties a clearer view of what was considered to be an appropriate level of assets or services to be managed or paid for at town and parish level. This was also raised in relation to area board grants, and the expectations that towns and parish contribute to projects within their area rather than rely on the area board and focus purely on keeping precepts low, rather than on delivering services for their areas, and that application forms for grants should further emphasise towns and parishes.
10. The lack of any specific comment on carbon emission reduction and other environmental issues was raised during debate. In response it was stated that it was already council policy to make its buildings environmentally friendly, there was a carbon management plan in place, all Cabinet reports had sections for environmental sustainability and the Core Strategy had policies in relation to environmental issues.
11. The ongoing financial situation was discussed and how well the Business Plan could deliver on its aims and priorities as a result, with some members feeling that Wiltshire had not historically received a good deal from central government. In response it was stated lobbying on Wiltshire's behalf always took place, and the principal issue was the assessment of needs, and that Wiltshire believed a greater emphasis should be placed on rurality and associated costs, and the increase in elderly population and attendant increase on specific services.
12. The need to work in partnership with other bodies in order to deliver the aims and priorities was raised, and potential difficulties for example with increasing numbers of individual academies.
13. Other issues included whether youth services had a high enough priority, rail strategies as part of stronger communities, whether the council's prioritisation of key services had been appropriately communicated, housing strategies for Looked After Children as part of protecting the vulnerable, and whether the council could lead the way with even more apprenticeships especially for former children in care.

APPENDIX to the Overview and Scrutiny Management Minutes of 21 June 2017

14. In summary, it was felt that the Business Plan was an aspirational document with appropriate priorities and themes, and that it would be necessary to monitor progress in its delivery by all Select Committees.

Conclusion

15. That the Committee is satisfied with the time and opportunity it has had to scrutinise the draft Business Plan 2017-21 and notes that the Plan will now go forward to Cabinet and Council for approval.

16. That Cabinet be asked to take note of the comments of the Committee as detailed in this report.

Councillor Graham Wright

Chairman of the Overview and Scrutiny Management Committee

Report Author: Kieran Elliott, Senior Democratic Services Officer, 01225 718504 or kieran.elliott@wiltshire.gov.uk

27 June 2017

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Wiltshire Council

Council

11 July 2017

Alignment of Council Structure to the New Business Plan – Consequential Matters

Purpose

1. For Council to consider various consequential matters arising from Cabinet's decision of 20 June 2017 to make changes to the senior management structure of the Council.

Background

2. A report to Cabinet on 20 June 2017 outlined proposals to change the tier 1 senior management structure of the council, and this included proposals about the designation of the statutory functions.
3. Following a process of consultation with staff and members the senior management structure at tier 1 was confirmed on 30 June 2017.

Main Considerations

4. The report to Cabinet which outlined the proposed changes to the structure and the designation of the statutory functions is in appendix 1 and the minute of the Cabinet meeting, at which the proposals were approved, is in appendix 2.
5. The proposals were considered by scrutiny on 21 June 2017, and the minute of the Overview & Scrutiny Management Committee meeting is in appendix 3.

Proposals

6. That Council:
 - a) Approve the designation of statutory functions as follows:
 - i. Director of Adult Social Services (DASS) to the Corporate Director, Adult Care and Health (Joint with the CCG) (paragraph 13 of the cabinet report of 20 June 2017).
 - ii. Director of Children's Service (DCS) to the Corporate Director, Children & Education (paragraph 14 of the cabinet report of 20 June 2017).
 - iii. Returning Officer (RO) and Electoral Registration Officer (ERO) to the Corporate Director, Communities, Transformation & Resources (paragraph 16 of the cabinet report of 20 June 2017).
 - iv. Director of Public Health, to the Associate Director with responsibility for Public Health, (currently Associate Director, Public Health) (paragraph 15 of the cabinet report of 20 June 2017).

- v. Head of Paid Service to the Associate Director with responsibility for Human Resources & Organisational Development (HR & OD), (currently Associate Director, People & Business) (paragraph 17 to 22 of the cabinet report of 20 June 2017).
- b) Authorise the Monitoring Officer to make any consequential changes to the Constitution arising from the designation of the statutory functions outlined above.

Ian Gibbons,
Associate Director Legal & Governance and Monitoring Officer

Report Author: Joanne Pitt, Head of HR &OD

Appendix 1 – Cabinet report 20.06.2017 Proposed alignment of the council structure to the new business plan

Appendix 2 – Minute of the Cabinet meeting 20.06.2017

Appendix 3 – Minute of the Overview & Scrutiny Management Meeting 21.06.2017

CABINET
20 June 2017

Proposed Alignment of Council Structure to the New Business Plan

Purpose

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

Background.

2. Since 2009, when Wiltshire Council was formed, we have been focused on a single vision to deliver stronger and more resilient communities and on three priority areas that have supported delivery of the vision, and which have been firmly embedded in everything we do. These priorities are:
 - i. Protecting those who are most vulnerable
 - ii. Growing the local economy
 - iii. Working closely with our communities to encourage and enable them to do more for themselves
3. This vision and the priorities have driven an environment in the council that has encouraged innovation and change and whilst we have had little choice but to do things differently, and be more innovative, the challenges we have faced has enabled us to think differently, significantly reduce costs and achieve a huge amount.
4. The challenges continue. A continued reduction in funding from central government, and the increasing demands that we face for our key frontline services, means that a proposed new business plan for 2017 – 2027 will continue to focus on the vision that has been driving the achievements we have made since 2009, and will also shape a portfolio of work to improve how we deliver services for the people and businesses across Wiltshire set against 4 new priorities, which are:
 - i. Growing the economy
 - ii. Strong communities
 - iii. Protecting those who are most vulnerable
 - iv. An innovative and effective council
5. The new business plan sets out goals that describe how we will deliver these priorities, and key to all of this is ensuring the council has a structure that is aligned with these priorities and visions and has the resilience to continue to meet the

challenges that we will continue to face.

6. Currently there is an interim structure in place at the top tier, corporate director level following the departure of one corporate director in 2016. However the substantive and agreed structure has been in place since 2013 and consists of 3 corporate directors and 13 associate directors, which was a significant reduction from 2009 when the new council employed a chief executive, 5 corporate directors, a joint director for public health and 22 service directors. This reduction has delivered approx. £2m savings annually from staffing costs. (This annual saving is inclusive of the index linked pay increases that would have applied from 2009 to date to provide a realistic impact of the savings this reduction has delivered).

Main considerations for Cabinet

7. The current structure has been successful, has delivered significant outcomes for the council, and has met all of the financial challenges. The leadership of the council has been effective and great strides have been made in developing the collaborative working that is now key to the delivery of the council's vision.
8. As outlined the new business plan sets out the priorities that will enable us to meet the continued reduction in funding from central government, and the increasing demands that we face for our key frontline services. There are significant challenges ahead, and a key aspect of this is the further development of our collaborative work, which includes the integration of our adult social care services with health, so that we protect those that are the most vulnerable, and to further develop the economy for Wiltshire. As a result I have now reviewed the senior management structure to take account of these challenges.
9. This review has highlighted the need for more resilience and strategic capacity at the top tier, and I am now proposing a new senior management structure.
10. I am proposing a senior management structure that means an increase in the number of corporate directors from 3 to 4. This proposed 4 corporate director model aligns with the new priorities to give more resilience in the structure, and creates greater strategic capacity at the top tier of the council.
11. The proposed structure, which includes a draft outline of how services will align with the proposed 4 corporate director model, is shown in appendix 1 and, in summary, is based on the following alignment of service responsibilities:
 - I. Children & Education (statutory Director Of Children's Services (DCS))
 - II. Adult Social Care & Health (joint statutory Director Of Adult Social Services (DASS) and Chief Accountable Officer for the CCG)
 - III. Growth, Investment & Place
 - IV. Communities, Resources & Transformation, Returning Officer (RO) and Electoral Registration Officer (ERO))
12. In my proposal the corporate director role, with responsibility for adult care & health, will be a joint post with the CCG (Clinical Commissioning Group). I am making this proposal following agreement with the CCG about the need for us to work together to integrate our services with health, with the aim of developing a seamless provision of services, which supports the priorities in our new business

plan. This supports our vision for integrated services and has identified significant merit in a joint appointment. Appendix 2 provides further information about the vision for the integration of health and social care in Wiltshire, and the rationale for this proposed joint role.

13. The CCG governing body has already approved a recommendation to appoint a joint Director of Adult Social Services (DASS) and CCG Accountable Officer and if this proposal is approved by Cabinet the details of this joint appointment will be explored with the CCG. This will include full consideration of the implications for both the council and the CCG of this joint role and the constitutional and operational implications of the decision.
14. In my proposal the statutory responsibility for children's social care will be allocated to the corporate director for children & education and for adult social services it will be allocated to the corporate director for adult care & health, who will also have statutory responsibility as the Chief Accountable Officer for the CCG in this joint role.
15. In respect of the statutory role of director of public health I am proposing that this will be the responsibility of an associate director at tier 2, which is a change from the current substantive structure where this responsibility was previously with one of the corporate directors.
16. I am proposing that the statutory responsibility as the Returning Officer and Electoral Registration Officer is allocated to the corporate director for communities, resources & transformation.
17. In respect of the role of head of paid service the Council has a statutory duty under Section 4 Local Government and Housing Act 1989 to designate this role to one of its officers. The head of paid service has a duty, where they consider it appropriate to do so, to prepare a report to the council setting out their proposals in respect of the following matters:
 - The manner in which the discharge of the different functions of the council is coordinated;
 - The number and grades of staff required by the council for the discharge of its functions;
 - The organisation of the council's staff; and
 - The appointment and proper management of the council's staff.
18. Under statutory rules incorporated in the council's constitution the appointment and dismissal of, and taking disciplinary action against staff, other than specified senior officers, must be discharged on behalf of the council by the head of paid service, or by an officer nominated by him.
19. The current designation of this role has been in place since November 2013 when Council agreed that the role of head of paid service should sit with the then three corporate directors on a rotational basis, with each corporate director taking on the responsibility for 4 months. The current arrangement in place based on the interim structure is that this role is rotated every 6 months.
20. Whilst the rotation of the role has operated well the proposal to increase the

number of corporate directors to 4 for the reasons outlined in paragraphs 7 & 8 of this report means that I am now proposing that this role is designated to one role in order to strengthen the governance of the council, and to remove the risk of overlap in responsibilities if the role continues to rotate between four corporate director roles.

21. As a result I have now sought legal advice on the options in terms of where this role can be designated, and the advice I have received says that the role of head of paid service may be discharged by any officer, other than the monitoring officer. Full details of this advice is provided in appendix 3.
22. Having now taken account of this advice, and the statutory responsibilities of the role of head of paid service, I am now proposing that this is designated to the associate director role with responsibility for HR, and this is currently the associate director for people & business. This proposal has the advantage of providing, together with the monitoring officer and Section 151 Officer, appropriate checks and balances, and these roles combined will provide sound governance of the council as part of the council's senior leadership team.
23. I recognise that this proposed designation of the head of paid service role to a post below the most senior level in the organisation, though lawful, could be seen to create a challenge for the post holder in discharging the role. However, in common with the other statutory roles outlined above, which also sit at associate director level, the role will have direct access to senior decision makers on any issues where the statutory role is being exercised as a member of the senior leadership team. I believe that this designation will work effectively within the context of the structure that is proposed which will require the four corporate directors to work on an equal footing in the overall corporate management of the council, a responsibility that is designated to them in Part 3 of the constitution (paragraph 3.3).
24. The proposed designation of the above statutory roles must be approved by Full Council and the constitution amended accordingly.
25. I have discussed my proposal with the two current corporate directors, who are fully supportive of the proposal to increase the number of corporate directors from 3 to 4, and if this proposal is approved by cabinet my intention is that following formal consultation on the proposal with the corporate directors, and all staff at the council, I will take steps to redeploy and appoint to roles in the structure.
26. The appointments policy & procedure for chief and senior officers outlines the redeployment process that should apply. In line with previous cases of redeployment where there are the same or more roles available than candidates a redeployment meeting will take place with the corporate directors to identify which role in the new structure is deemed to be suitable alternative employment. A report to the Officer Appointments Committee will make a recommendation to appoint them to a role in the new structure and the committee will decide if an offer of an appointment should be made. In line with the policy any decision to appoint cannot be ratified until Cabinet have been notified and no objection to the appointment received.
27. However, one of the current corporate directors, Mrs Carolyn Godfrey, has outlined her intention to give notice of her retirement from the council with her employment ending in October 2017. As a result I am proposing that steps are taken to redeploy

Mrs Godfrey into an interim role as a corporate director while recruitment to the corporate director roles for adult care & public health (DASS) and for children & education (DCS) takes place. As well as ensuring that our statutory responsibilities continue to be met while these roles are filled, Mrs Godfrey will also be able to support the transition to the new structure, which will see a number of new appointments to roles in the top tier if this proposed change to the structure is approved.

28. This means that my proposal to increase the number of corporate directors to 4 means that there will be at least 3 vacant posts once the redeployment process is complete, and the notice of retirement has been received from Mrs Godfrey. It is my intention therefore to take steps to advertise these vacant posts after the redeployment process is complete.
29. In the case of the proposed joint post with the CCG this will be advertised externally in line with NHS requirements once a decision on who the host employer of this role will be. The appointment to this role will be done jointly with the CCG but the process will be in line with the policies, procedures and constitutional requirements relevant to the host employer.
30. For the other remaining vacancies these posts will be advertised internally only in the first instance. This is in line with the councils recruitment and selection policy which states that vacancies should be advertised internally only in the first instance where the skills, knowledge, experience and qualifications are available in our workforce, and I believe this to be the case. If it is not possible to appoint an internal candidate then I will take steps to advertise the posts externally, and consideration will be given to procuring the services of an executive search and selection agency to manage this process.
31. The appointments policy & procedure for chief and senior officers outlines the process for these appointments which will be led by the Officer Appointments Committee, who will decide if an offer of an appointment should be made.
32. In addition, and as outlined in appendix 1, the services that will be line managed by the corporate directors in the proposed structure do not all align with the current service responsibilities that associate directors have. Steps to review how services are aligned at tier 2, associate director level, will be taken once this proposal is agreed and appointments to the corporate director posts are complete. The re-alignment of services, and therefore a re-structure at tier 2, will be the responsibility of the four corporate directors following consultation with The Leader and Cabinet, and with the head of paid service. I anticipate that a report will be provided to Cabinet in early autumn on the progress of this re-structure.

Overview and Scrutiny Engagement

33. Overview and scrutiny will have the opportunity to comment about the proposal as part of the formal consultation with the corporate directors and staff and will be kept informed about the implementation.

Safeguarding Considerations

34. The proposed changes to the structure maintains separate statutory responsibility for adult social services and children's social care, and the expectation that all

corporate and associate directors have a role in promoting safeguarding within their specific areas continues.

Public Health Implications

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

Environmental and Climate Change Considerations

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

Equalities Impact of the Proposal

37. There is no equalities impact as a result of the proposals outlined. The council has in place robust policies and procedures to support change to structures all of which have been subject to an equalities impact assessment.

Risk Assessment

38. In proposing the senior management re-structure a number of risks have been considered, namely:

- I. **Financial risks**, details in paragraphs 40 - 42
- II. **Legal risks**, details in paragraph 43 - 45
- III. **Delivery of the business plan**: The risk is that if the new structure is not implemented the council may not be able to deliver the new business plan (2017 – 2027).

The proposed new business plan (2017 – 2027) outlines the council's vision and four new priorities against which a number of goals outline how these priorities will be delivered. This relies on the council having a strong and resilient structure and means that we now require an increase in the strategic capacity at the top of the organisation, and will need to ensure services are aligned in a way that that supports the new proposed 4 corporate director model to deliver these priorities.

- IV. **Short term impact on delivery**: The risk is that there will be a short term disruption to focus and activity due to uncertainty whilst posts at the top tier (corporate director) are filled and due to an anticipated reorganisation of services and changes in reporting lines at tier 2 (associate director).

39. Based on the risks outlined above the overall risk is assessed as medium, but will be kept under review.

Financial Implications

40. The current 2017/18 base budget approved by Full Council in February 2017 allows for a gross pay budget of £0.695m for 3 corporate directors posts at, at least mid-grade point and other associated costs. As the Council and CCG will jointly fund the adult care and health corporate director post the base budget, with partner contributions, is sufficient for 3.5 fte posts. This means that there would be an overall increase overall of 0.5 fte.

41. It is proposed that the gap of 0.5 fte will be funded from a draw down from reserves, and whilst a one off fund there is sufficient in reserves to fund a number of years. Alternatively and ideally the following year costs would be funded from savings found elsewhere. The proposal therefore, as set out in this report, is fully costed and funded.
42. There may be costs associated with the recruitment of new corporate directors, but these costs will not be determined until steps to advertise vacant posts externally are taken. No additional costs will apply for any post that is filled by an internal candidate.

Legal Implications

43. Legal advice will be provided at each stage to ensure that the proposed new structure is implemented lawfully and in accordance with the requirements of the council's policies and procedures, and the constitution.
44. Partnership agreements under section 75 NHS Act 2006 allow budgets to be pooled between local health and social care organisations and authorities. Resources and management structures can be integrated and functions can be reallocated between partners. A section 75 agreement will need to be developed and agreed between Wiltshire Council and the CCG to cover the funding for the proposed joint post and provide a suitable governance framework to enable the joint appointment to work efficiently and effectively. This includes addressing governance and legal issues, such as the process for dealing with disputes or potential conflicts of interest, given the fact that the CCG and Council will remain two separate legal entities with their own distinct statutory roles and responsibilities. The existing agreement with the CCG on children's services commissioning is due to be refreshed soon so can take place alongside this if appropriate. Additionally section 113 of the Local Government Act 1972 enables local authority staff to be placed at the disposals of certain NHS bodies and visa versa.
45. The terms of any agreement between the council and the CCG will be an important vehicle for mitigating risks associated with making joint appointments – including: the different regulatory arrangements for the council and CCG; the top-down nature of the NHS; and the CCG acting as a commissioner but the council acting as a commissioner and provider of services. Similarly, staff concerns may need addressing, including messages on future options for co-location.

Options Considered

46. The other option considered was to make no changes to the current structure and maintain 3 corporate director roles, with steps taken to recruit to the current vacant post. However an opportunity to further develop the collaboration with partners and to work more jointly with the CCG has arisen. This proposal therefore includes a corporate director post with joint responsibility with the CCG for adult care & health, and I am clear that this additional responsibility will require an increase in the strategic capacity at the top of the organisation and cannot be absorbed into the current structure.

Proposals

47. I am proposing that cabinet:

- I. Approve the proposed changes to the structure of the council at the top tier (corporate director) and as outlined in appendix 1 and paragraphs 10 & 11, on the understanding that the alignment of services below that level will be determined by corporate directors following discussion and agreement with the head of paid service, and after consultation with the Leader and Cabinet.
- II. Recommend that Full Council approves the proposed changes to the designation of the statutory roles outlined in paragraphs 14 – 22.

48. If approved I propose that cabinet note that:

- I. Initial consultation on proposals to implement a new structure will start week immediately.
- II. Once a new structure is confirmed following consultation, that steps to redeploy the current corporate directors into posts in the new structure will take place.
- III. That Mrs Carolyn Godfrey, corporate director, has outlined her intention to retire from the council in October 2017. As a result she be redeployed into an interim corporate director role as part of the redeployment process while steps to recruit to the corporate director roles for adult care & public health (DASS) and corporate director children & education (DCS) take place. Mrs Godfrey will remain in this interim role until October 2017 while recruitment to these roles takes place.
- IV. Steps to advertise the vacant posts will be taken following completion of the redeployment process and, with the exception of the joint post with the CCG, the vacancies will be advertised internally only in the first instance, in line with the council's recruitment & selection policy and procedure, following which an external recruitment exercise will take place if there are no suitable internal candidates.
- V. In the case of the joint corporate director for adult care & health this post will be advertised externally in line with NHS requirements. The appointment will be done jointly with the CCG governing body in line with the relevant policies, procedures and constitutional requirements, and an agreement will need to be developed to provide a governance framework for such a working arrangement.
- VI. A further report to Cabinet in the autumn will provide an update on the progress of a re-structure at tier 2 to align services with the new tier 1 senior management structure and proposed new business plan for 2017 – 2027.

Baroness Jane Scott of Bybrook, OBE
Leader of the Council

Appendices

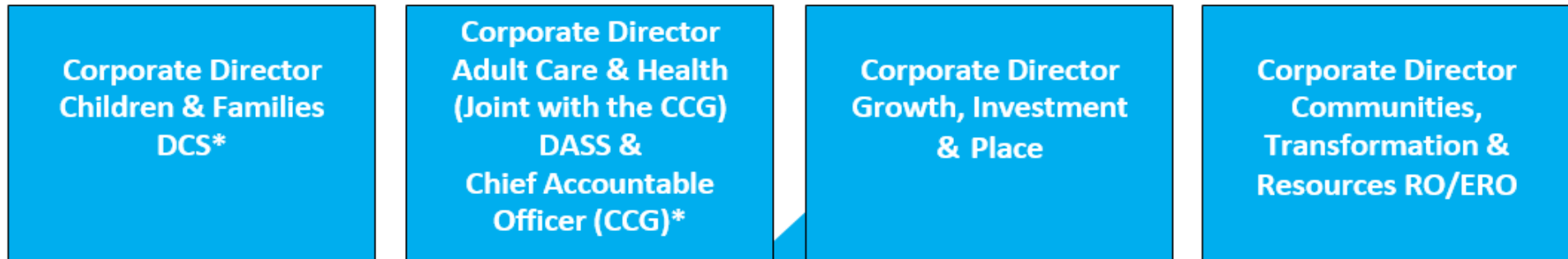
Appendix 1 – Proposed tier 1 structure

Appendix 2 – A vision for integration of health and social care in Wiltshire

Appendix 3 - Proposed Senior Management Restructure - Constitutional Issues

CONFIDENTIAL

PROPOSED NEW COUNCIL STRUCTURE



*Carolyn Godfrey will be retained in an interim capacity as a corporate director while recruitment to these roles takes place.



DRAFT ALIGNMENT OF SERVICES



A vision for integration of health and social care in Wiltshire

National background

NHS England's Five Year Forward View has noted that:

“The traditional divide between primary care, community services, and hospitals – largely unaltered since the birth of the NHS – is increasingly a barrier to the personalised and coordinated health services patients need. And just as GPs and hospitals tend to be rigidly demarcated, so too are social care and mental health services even though people increasingly need all three.

Over the next five years and beyond the NHS will increasingly need to dissolve these traditional boundaries. Long term conditions are now a central task of the NHS; caring for these needs requires a partnership with patients over the long term rather than providing single, unconnected ‘episodes’ of care. There is consensus that:

- *Increasingly we need to manage systems – networks of care – not just organisations.*
- *Out-of-hospital care needs to become a much larger part of what the NHS does.*
- *Services need to be integrated around the patient. For example a patient with cancer needs their mental health and social care coordinated around them. Patients with mental illness need their physical health addressed at the same time.”*

NHS England recently published “Delivering the Forward View”, which asks all NHS organisations to work together across local geographies to produce Sustainability and Transformation Plans (STPs), which will cover the period to March 2021. This encourages health systems to explain how they will move towards new models of care over the next few years. STPs are an approach to delivering place-based accountable care but without organisational restructuring. The intention is that STPs cover primary, secondary and specialist healthcare together with mental health, public health and integration with social care and encourage the development of a coordinated care system, in some cases accountable care organisations (ACO) and accountable care systems (ACS).

An accountable care organisation (ACO) is a concept which emerged in the US, where the ACO agrees to take responsibility for all care for a given population for a defined period of time, under a contractual arrangement with a commissioner. This is characterised by a payment and care delivery model that ties provider reimbursements to quality and reductions in the total cost of care for an assigned population of patients. In this way ACOs are incentivised to deliver outcomes rather than activity.

Within the context of the NHS, other similar approaches are being developed to achieve similar ends. The term ‘Accountable Care System’ (ACS) is being used to describe new care models that bring providers together, offer more co-ordinated and patient-centred care, and incentivise outcomes rather than activity. Here, ACSs are essentially a partnership between primary, acute, community, social care and third sector providers who have agreed to take responsibility for providing all care for a given population for a defined (and long) period of time. Most importantly, the partnership is held to account for achieving a set of pre-agreed quality outcomes within a given budget.

The possibilities of this model may be significant as deeply embedded barriers and dysfunctional incentives currently in place in the NHS could be replaced by a shared set of values and a chance to build a stable set of relationships with a common set of objectives. It should incentivise providers to allocate funding to cost-effective parts of the system – shifting the focus acute to primary and community care and, in turn, to prevention and population health; whilst disinvesting in wasteful and ineffective interventions. It could also help to

eliminate the micro-management of processes of care and allow clinicians and professionals to focus on long term outcomes.

There are different degrees of formality/legally binding structures available ranging from development of a single lead organisation, to an alliance of providers in a partnership agreement to a less formal network arrangement. In all models, the need for a coherent strategic commissioning function is clear, however.

Wiltshire context

Within the Sustainability and Transformation Partnership (STP) footprint that covers Wiltshire, the STP Leadership Group have agreed that the STP plan is likely to be implemented most effectively at a local level through 3 accountable care structures: one for B&NES, one for Swindon and one for Wiltshire.

Although there are a number of strategic initiatives and concepts at play across the health and social care arena, whether it be Sustainability and Transformation Plans (STPs), the NHS Five Year Forward View (5YFV) or Accountable Care Systems/Organisations, the overarching strategic imperative in order to deliver better outcomes for our population is to better integrate health and social care services.

In Wiltshire, over the past three years we have made very significant progress in the production and mobilisation of our shared Better Care Fund (BCF) plan, the successful establishment and functioning of both Health and Wellbeing Board and the supporting Joint Commissioning Board, and the appointment of a shared Director overseeing BCF developments. We have also made strong progress in agreeing the structure and composition of a shared team with responsibility for Mental Health and Learning Disabilities.

Building on this, Wiltshire Council and Wiltshire Clinical Commissioning Group have made the commitment to further enhance their collaboration to create a sustainable health and social care system that promotes health and wellbeing and sets high service standards to achieve good outcomes for the local population. This will place prevention at the heart of our vision to increase the healthy and productive life years of people living in Wiltshire. It will be delivered through an integrated approach, based on sound evidence with a focus on population needs; better prevention, self-care, improved detection, early intervention, proactive and joined up responses to people that require care and support across organisational and geographical boundaries.

To achieve this Wiltshire Council and Wiltshire CCG have agreed to progress steps to combine leadership to;

- Align strategies and plans with an emphasis on shifting the focus from acute to primary and community care and, in turn, to prevention and population health;
- Share the risks and rewards of investment locally, moving over time to commissioning on the basis of whole population health outcomes (capitated payments) rather than a system which rewards increased contact;
- Have a shared and transparent Governance structure;
- Establish joint outcomes and evidence based provision;
- Provide a multi-skilled and joined up workforce.

This vision is fully supported by our partners in the acute and mental health sectors and Wiltshire Health and Care (which brings together the three acute hospitals to deliver community care).

The current situation whereby both the Council's Corporate Director with statutory responsibility as the Director of Adult Social Services (DASS) and the CCG Accountable Officer (AO) post are vacant, provides an opportunity for Wiltshire to take the next step on the integration journey, and appoint a single individual to fulfil both roles.

The perceived benefits of driving towards better integration of health and social care are in short to provide more efficient, effective and coherent services to our population enabled by a single source of strategic commissioning intentions. Improved outcomes should be achieved by such joint commissioning, since it would allow better cohesion and collaboration across the sector, enabling strong market management, better use of resources against local priorities and it would drive unerring focus on the right outcomes for our people, which can become obscured when services are divided on budgetary lines.

Naturally, any such arrangement would need to be properly regulated and governed, with very clear lines of accountability and authority to allow the incumbent to fulfil their statutory duties and responsibilities, to ensure due propriety and safeguard each organisation (and the incumbent) from accusations of any improper interventions. The experience from elsewhere in the country is that this is achievable, although a detailed agreement is vital as an operating framework, as is acceptance and understanding of the functions and lines of accountability. It is particularly important to note that agreement to appoint a joint Council DASS/CCG AO would not alter or change the statutory obligations or imperative to deliver for either the Council or the CCG. Organisational independence would remain for all statutory functions, and the shared management resource would be required to service obligations within each of the partner organisations, and in effect answer to more than one Board, depending on the subject matter at hand.

Within Wiltshire Council, the role of Corporate Director, jointly with the other three CDs and the statutory functions of DASS:

- Overarching Corporate Strategy
- Council communication
- Council Financials
- Transformation Programmes such as ASC, Public health
- Operational Planning
- Commissioning for adult care, mental health and learning difficulties
- Older Persons Service including Assessment & Support teams, Sensory Impairment, Physical Disability
- Social Work / OT field work
- Learning Disabilities
- Adult Safeguarding & Professional Standards
- Residential Services
- Adult Mental Health
- Independent Wellbeing
- Carers

It is envisaged that the joint post holder would retain over-arching responsibilities within the CCG for:

- Overarching Strategy
- CCG Financials
- Transformation Programmes such as STP
- Operational Planning
- Commissioning for planned care, urgent care, primary care; mental health & LD services, children, continuing healthcare, and community/out of hospital care
- Health system performance management and assurance
- Quality, Safety and Safeguarding
- Emergency Planning
- Communications & Engagement
- Patient and Public Engagement

Before an appointment to a joint post is made steps will be taken to develop and finalise all the necessary governance and framework agreements

Confidential and Legally Privileged

Proposed Senior Management Restructure - Constitutional Issues

1. This note deals with some constitutional points arising from the proposed senior management restructure, particularly in relation to the appointment of the Head of Paid Service.

Statutory Position of Head of Paid Service

2. The Council has a statutory duty under Section 4 Local Government and Housing Act 1989 to:
 - (a) designate one of its officers as the head of its paid service;
 - (b) provide that officer with such staff, accommodation and other resources as are, in their opinion, sufficient to allow their statutory duties to be performed.
3. The head of paid service has a duty, where they consider it appropriate to do so, to prepare a report to the council setting out their proposals in respect of the following matters:
 - The manner in which the discharge of the different functions of the council is coordinated;
 - The number and grades of staff required by the council for the discharge of its functions;
 - The organisation of the council's staff; and
 - The appointment and proper management of the council's staff.
4. Under statutory rules incorporated in the council's constitution the appointment and dismissal of, and taking disciplinary action against staff, other than specified senior officers, must be discharged on behalf of the council by the head of paid service or by an officer nominated by him.
5. The role of head of paid service may be discharged by any officer, other than the monitoring officer.

Constitutional Position

6. Responsibility for confirming the appointment of the head of paid service is reserved to full Council (Part 3 – Paragraph 1.9 of the Constitution). Any change would also involve amending the Constitution, which is likewise reserved to the Council (Part 3- Paragraph 1.4) An interim appointment could, if necessary, be made by a Corporate Director in consultation with the Leader under the emergency powers provisions of the Officers' Scheme of Delegation.
7. Appointment of the statutory directors for Childrens' Services and Adult Care and Pubic Health are not specifically reserved to full council, but details of the holders of these offices are set out in the Constitution so any changes require

approval by full council under paragraph 1.4 of the Constitution.

Background

8. In November 2011 as part of a senior management restructure involving the dismissal of the Chief Executive on the grounds of redundancy, the statutory role of head of paid service was designated to the Service Director Human Resources and Organisational Development. The reasons for this were that this position aligned closely with the role of head of paid service and provided appropriate checks and balances together with the Monitoring Officer and Section 151 Officer within the corporate leadership team.
9. This arrangement was reviewed in November 2013 when Council agreed that the role of head of paid service should sit with the then three corporate directors on a rotational basis with each corporate director taking on the responsibility for 4 months. The reasons for this change was to reflect statutory guidance on the council's safeguarding responsibilities and to further strengthen the organisational leadership role of the corporate directors. The arrangement provided that oversight of the work of the chair of the Local Safeguarding Children's Board (LSCB) would be undertaken by the other two corporate directors when the Corporate Director with statutory responsibility for children's services was discharging the duties of the head of paid service.

Options

10. There are various options open to the Council in the designation of the Head of Paid Service role under the proposed leadership model. These include:
 - a. Maintain the current practice of rotating the role between the corporate directors for an agreed period, which could be for the whole or part of a year;
 - b. Designate one of the corporate directors as the head of paid service until such time as this is reviewed by the Council;
 - c. Appoint the head of paid service annually at the Council's AGM ;
 - d. Designate a post other than one of the corporate directors (and the Monitoring Officer) to be the head of paid service e.g. the Associate Director People and Business, in line with the arrangements operated previously as outlined in 8 above.
11. It will be for the Leader to propose the option that best meets the objectives of the proposed senior management structure. As already stated any proposal will be subject to the approval of full Council.

Ian Gibbons
Associate Director Legal and Governance and Monitoring Officer
May 2017

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DRAFT MINUTE OF THE CABINET MEETING HELD ON 20 JUNE 2017

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

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

Following a short debate, the meeting;

Resolved

- 1. To approve the proposed changes to the structure of the council at the top tier (corporate director) and as outlined in appendix 1 and paragraphs 10 & 11, on the understanding that the alignment of services below that level will be determined by corporate directors following discussion and agreement with the head of paid service, and after consultation with the Leader and Cabinet.**
- 2. To recommend that Full Council approves the proposed changes to the designation of the statutory roles outlined in paragraphs 14 – 22. 48.**
- 3. To note that:**
 - I. Initial consultation on proposals to implement a new structure will start week immediately.**
 - II. Once a new structure is confirmed following consultation, that steps to redeploy the current corporate directors into posts in the new structure will take place.**
 - III. Mrs Carolyn Godfrey, corporate director, has outlined her intention to retire from the council in October 2017. As a result she be redeployed into an interim corporate director role as part of the redeployment process while steps to recruit to the corporate director roles for adult care & public health (DASS) and corporate director children & education (DCS) take place. Mrs Godfrey will remain in this interim role until October 2017 while recruitment to these roles takes place.**
 - IV. Steps to advertise the vacant posts will be taken following completion of the redeployment process and, with the exception of the joint post with the CCG, the vacancies will be advertised internally only in the first instance, in line with the council's recruitment & selection policy and procedure, following which an external recruitment exercise will take place if there are no suitable internal candidates.**
 - V. In the case of the joint corporate director for adult care & health**

this post will be advertised externally in line with NHS requirements. The appointment will be done jointly with the CCG governing body in line with the relevant policies, procedures and constitutional requirements, and an agreement will need to be developed to provide a governance framework for such a working arrangement.

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

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

Reason for Decision:

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

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

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

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

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Minute Extract of the Overview and Scrutiny Management Committee 21 June 2017 – Proposed Alignment of Council Structure to New Business Plan

The Leader of the Council, Baroness Scott of Bybrook OBE, presented a report previously considered confidentially at Cabinet on 20 June 2017, on aligning the council's management structure to ensure it could effectively deliver the proposed Business Plan.

It was noted that Wiltshire Council had made significant savings in relation to senior management when it eliminated the post of Chief Executive and reduced the number of Corporate and Associate Directors. The current model was for three Corporate Directors and thirteen Associate Directors, though interim arrangements had been in place since one of the Corporate Directors left the council in September 2016. The Leader requested her and the council's thanks be noted to the current Corporate Directors, Carolyn Godfrey and Dr Carlton Brand, and the Committee shared and endorsed this.

It was explained that discussions and analysis had shown that two Corporate Directors was not sufficient as a long term arrangement to deliver the strategic aims of the council and its Business Plan, and that in particular combined with the growing need to integrate health and social care services, it was felt that increasing the number to four Corporate Directors would deliver the most effective and efficient structure. It was also proposed that a single officer at Associate Director level hold the statutory post of Head of Paid Service, rather than rotate the role between Corporate Directors as with the current arrangements.

The Committee discussed the report from the Leader, noting that one Corporate Director role would be a joint appointment with the Clinical Commissioning Group to reflect the growing integration and partnership, and details were sought on the nature of the role, confirming it would have equal standing and salary as the other senior roles.

During discussion it was confirmed it was legal for the Head of Paid Service position to not be held by an officer in the top tier position of a structure, and Wiltshire had previously operated under such an arrangement. Details were also sought on any implications for the numbers of Associate Directors, and it was explained there would be a review of the roles following appointment of the Corporate Director posts, which included two new posts and an additional vacancy when Carolyn Godfrey left the organisation in the autumn of 2017.

Resolved

To note and support the proposed alignment of the council structure to the new Business Plan.

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Notices of motion

The following rules taken from Part 4 – Rules of Procedure – Council explain how motions are to be dealt with at the meeting:

At the meeting

89. The Chairman will invite the proposer, or one of the councillors, who has given notice of the motion to move the motion. Where these councillors are not available at the meeting, the motion can be moved and seconded by any other councillors.
90. A notice of motion must be moved at the meeting, it must then be seconded. If the motion is not moved and seconded, it will, unless postponed by consent of the Council, be treated as abandoned and may not be moved without fresh notice.
91. Once moved and seconded at the meeting, the councillor proposing the motion will be given up to five minutes in which to present his or her motion.
92. The Chairman will give the relevant cabinet member an opportunity to respond to the motion giving him or her up to five minutes in which to do so.
93. On considering a notice of motion and subject to paragraphs 95-100 below, the following options shall then be open to the council:
 - debate the motion and vote on it
 - refer it to an appropriate member body with or without debate
 - refer it to the Leader of Council with or without debate
94. The Chairman will move that the motion either be debated on the day or referred to the appropriate member body. This will be seconded by the Vice-Chairman of Council or in his or her absence, another member of the council and put to the vote without discussion. On the question of referring the motion to an appropriate member body, the only amendment the Chairman will accept is to which member body the motion should be referred.
95. If the motion relates to a function exercisable only by the council then the council will debate the motion and on consideration of a report, determine the motion or refer it to a future meeting of the Council.
96. If the motion relates to a function that has been delegated to another member body then the council will vote without debate on whether to refer the motion to that member body.
97. If referred to another member body that member body must consider the motion at its next available meeting. The mover and seconder of the motion will be invited to attend that meeting if they are not already members of that body in order to present their motion but will not be able to vote unless they

have voting rights. The member body must report back to the council as soon as practicable by way of the minutes of that meeting.

98. If the notice of motion is referred to another member body following debate at council, a summary of the debate at council together with any recommendation will be taken into account by the member body when considering the motion.
99. If the notice of motion relates to an executive function, the motion will be referred to the Leader of the Council. The Leader will write to the proposers of the motion with a copy to all members of the council, advising them what steps he or she proposes to take.
100. Any decision of council arising from a motion must comply with the principles of decision making as set out in Part 2, paragraph 14.2 of this Constitution.

Part 4C – Guidance on Amendments to Motions

1. The requirements concerning amendments to motions are contained in the Council's Rules of Procedure in Part 4 of the Constitution. Paragraph 103 provides:

An amendment to a motion must be relevant to the motion and will either be:

- *to refer the matter to an appropriate body or individual for consideration or reconsideration*
- *to leave out words*
- *to leave out words and insert or add others or*
- *to insert or add words*

as long as the effect of the amendment is not to negate the motion.

2. The Chairman will determine the validity of any proposed amendment under this paragraph, after taking advice from the Monitoring Officer. The Chairman's decision on any proposed amendment is final.
3. In exercising judgment on the validity or otherwise of any proposed amendment, the Chairman will have regard to the following principles:
 - the overriding principle of fairness in the conduct of the Council's business;
 - the amendment is relevant to the motion;
 - the proposed amendment does not negate the motion; this can be secured more appropriately by voting against the original motion.
 - The content of the proposed amendment is proportionate to the original motion in nature and extent;
 - The proposed amendment does not amount to a device to frustrate the purpose of the original motion or to raise a late motion.
4. Councillors are encouraged, where practicable, to seek advice from the Monitoring Officer in connection with any proposed amendment in advance of the meeting at which it is to be moved.

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Wiltshire Council

Council

11 July 2017

Notice of Motion No. 1 - Planning meetings to accommodate everyone

Councillors Chris Hurst and Ian Thorn

To consider the following notice of motion submitted in accordance with the constitution:

“The Council recognises the important role of planning within the authority and asserts the importance of democratic debate in the planning process. Public engagement is crucial to ensure that planning decisions are made in the best interests of Wiltshire residents. The Council's planning meetings are central in this process; giving the public an opportunity to contribute, speak and witness that all decisions are open, transparent and made free from prejudice.

To this end, the Council resolves to start all Eastern, Northern, Southern and Western Planning Committee meetings at 6pm to ensure that all residents have the greatest opportunity to attend.”

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Wiltshire Council

Council

11 July 2017

Notice of Motion No. 2 – Members’ Allowances

Councillors Gavin Grant and Brian Mathew

To consider the following motion submitted in accordance with the constitution:

Background

“Council notes that in 2013 allowances for the Leader, Deputy Leader, Cabinet Members, Portfolio Holders and Chairs of Committees were raised by 22% at a significant cost to Wiltshire residents.

This rise took place at a time when salaries for Wiltshire Council staff and other public sector workers were subject to a fixed 1% pay increase, along with non-portfolio holding councillors who received a single 1% pay increase.

To this end, some members have questioned whether it is appropriate to return the Leader, Deputy Leader, Cabinet Members, Portfolio holders and Chairs of Committees to the 2013 levels prior to those increases having been made plus the addition of the one off 1% increases received by other Councillors.

Pursuant to the Local Authorities (Members Allowances) (England) Regulations 2003 before the Council could consider any amendment to the scheme it must refer the matter to the Independent Review Panel”

Motion

To refer the scheme to the Independent Remuneration Panel to report and make recommendations on any changes to the scheme including drawing the attention of the Panel to the background above for consideration as part of that review.

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NOT PROTECTIVELY MARKED



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item

MEETING	Fire and Rescue Authority
DATE OF MEETING	9 March 2017
SUBJECT OF THE REPORT	Joint report of the Chairman of the Governance Working Group and the Monitoring Officer on possible changes to the membership of the Fire and Rescue Authority
STATUS OF REPORT	Open Publication
PURPOSE OF REPORT	For Decision
EXECUTIVE SUMMARY	<p>At its meeting on 23 June 2016 the Fire and Rescue Authority resolved that a Governance Working Group be formed to complete a review of the Authority's Governance arrangements by May 2017. This was in part to fulfil the Authority's own commitment to an early review of the size of its membership.</p> <p>Since then a new context has emerged for the governance of blue light services and this report also reflects a series of strong national drivers for change.</p> <p>Following five meetings of the Governance Group and a Governance Seminar for all members this paper sets out options for a possible reduction in the number of elected members of DWFRA, consequential changes to the Authority's governance arrangements and suggested next steps.</p>
RISK ASSESSMENT	<p>DWFRA is one of only two Fire and Rescue Authorities with a membership as high as 30. Commentary in the Thomas Review, changes introduced through the Policing and Crime Act 2017 and recent announcements by the Minister for Policing and the Fire Service are all factors driving the need for change. Following the introduction of a new inspection regime there may be criticism of our governance arrangements and the potential for imposed change if the Authority continues with a membership of 30.</p>
COMMUNITY IMPACT ASSESSMENT	None for the purposes of this report.

NOT PROTECTIVELY MARKED

BUDGET IMPLICATIONS	A reduction in the number of elected members forming DWFRA would result in a budget saving (members allowances) although these savings would not be material in terms of the overall budget. Far more significant than these small direct budget implications is the focus of government upon good governance and making the fire service more accountable, efficient and professional than ever before.
RECOMMENDATIONS	That members approve a consultation with the constituent Councils as described in section 7 of this report on a proposed reduction in the size of DWFRA and that the views of constituent Councils be reported to the DWFRA meeting on 8 September 2016.
BACKGROUND PAPERS	<ol style="list-style-type: none">1. Dorset and Wiltshire Fire and Rescue Authority (Combination Scheme) Order 20152. Policing and Crime Act 20173. Fire service reform must go further and faster: article published in the Times by Brandon Lewis, Minister of State for Policing and Fire4. Text of a speech to Reform by Brandon Lewis, Minister of State for Policing and Fire setting out his vision for the fire sector
APPENDICES	Table setting out the current sizes of Combined Fire and Rescue Authorities in England.
REPORT ORIGINATOR AND CONTACT	Jonathan Mair, Monitoring Officer j.e.mair@dorsetcc.gov.uk 01305 224181

1. Background

- 1.1 A combined Fire and Rescue Authority (FRA) operates across the areas of two or more local authorities and the membership of such a combined authority is drawn from amongst the membership of the upper tier or unitary local authorities for the combined area.
- 1.2 The total membership of a combined FRA and the division of places amongst constituent local authorities is prescribed in each combined FRA's statutory combination order. The division of places amongst the constituent Councils prescribed in the DWFRA combination order is as follows:-

Borough of Poole	3 places
Bournemouth Borough Council	4 places
Dorset County Council	8 places
Swindon Borough Council	5 places
Wiltshire Council	10 places

- 1.3 In establishing DWFRA with a membership of 30 the Authority made an early commitment to review that membership and this is reflected in the terms of reference of the Governance Review.
- 1.4 In addition to its own commitment to review the membership of DWFRA there are now national drivers for change and these are outlined in the next section of this report.

2. National drivers for change

- 2.1 In addition to the Authority's own commitment to review its membership there are now a series of national factors driving the need for DWFRA to consider possible change.

2.2 The Thomas Review:

In his independent review of conditions of service for fire and rescue staff in England and Wales Adrian Thomas referred to a number of authority chairmen and chief fire officers having suggested that a smaller number of elected members on fire authorities would be an improvement. He went on to question the value added benefit from an average of between 15 and 20 elected councillors in any one fire and rescue service providing political oversight and local accountability and whether political decisions and the level of oversight might actually work against reform and efficiency.

2.3 The Policing and Crime Act 2017:

The 2017 Act includes three main changes relevant to the governance of fire and rescue authorities:

- Collaboration between the emergency services – As a “relevant emergency service” DWFRA is now required to keep under consideration whether entering into a collaboration agreement with one or more other emergency services could be in the interests of the efficiency or effectiveness.
- An inspection regime – the Act provides for the appointment of inspectors of fire and rescue authorities to undertake inspections and to report to the Secretary of State on the efficiency and effectiveness of fire and rescue authorities in England.
- Police and Crime Commissioners – the Act includes provisions setting out the circumstances in which a police and crime commissioner may become the fire and rescue authority for an area or where the police and crime commissioner may become “involved” in a fire and rescue authority.

Taken together these provisions mark a significant shift in the governance of fire and rescue authorities. We now have a duty to keep under consideration collaboration with others with a view to ensuring greater efficiency and effectiveness. We are also subject to an inspection regime enquiring into our efficiency and effectiveness. It is not a great leap to see that those who cannot demonstrate how their governance arrangements contribute to greater efficiency and effectiveness are vulnerable to intervention and the introduction of alternative governance arrangements through the PCC.

2.4 Announcements by the Minister of State:

In an article in the Times and in a speech to Reform the Minister of State for Policing and Fire has set out his vision and expectations for the fire sector. The Minister has referred to an ambitious reform program begun by the Prime Minister whilst she was Home Secretary and to 2017 being the year in which real change to efficiency and effectiveness will be driven through the introduction of the new independent inspection arrangements.

3. What this means for DWFRA

- 3.1 DWFRA is one of only two fire and rescue authorities (the other being Greater Manchester) with a membership as high as 30. The terms of reference and key lines of enquiry for the new inspection arrangements are not yet known but it is anticipated that there will be a focus upon how well fire and rescue authorities operate as effective governing boards and the contribution made to the delivery of an efficient and effective service.
- 3.2 The comments set out in the Thomas review, the changes introduced through the Policing and Crime Act to drive greater efficiency and effectiveness and the recent announcements by the Minister are all part of a context which may lead to criticism of our governance arrangements if DWFRA continues with a membership out of line with that of most other authorities.
- 3.3 There is a long history in Dorset and in Wiltshire of elected members drawn from the constituent councils adding real value and democratic accountability to the Fire and Rescue Service. Reducing the size of the Authority significantly might be the price of retaining the value and accountability that comes through the role played by elected members on the Authority.

4. The position in other combined FRAs

- 4.1 The table in appendix 1 lists the current total membership and electorate of each FRA in England. The only other authority with as many as 30 members is Greater Manchester which serves an electorate almost twice that of Dorset and Wiltshire.
- 4.2 Comparison with the current position in other authorities and consideration of a reduction to the current average elsewhere might not be helpful as others also begin to review their membership with a view to moving to a leaner structure.
- 4.3 The figures in the table at appendix 1, prepared for the Working Group and for the Governance Seminar on 15 December 2016, will soon become out of date as the Hampshire Fire and Rescue Authority has already resolved with effect from its annual meeting in 2017 to move from a membership of 25 to a membership of 10 plus the Police and Crime Commissioner.

5. Possible membership options for Dorset and Wiltshire Fire & Rescue Authority

- 5.1 Options for the membership of DWFRA were considered by the Governance Working Group at a meeting on 24 January 2017. Members considered a range of options illustrated in the table below. The table illustrates how places would be allocated amongst the constituent councils on a DWFRA ranging from a large authority of 24 down to a small authority 0 members.

Constituent Local Authority	Allocation of places based upon an authority of 24	Allocation of places based upon an authority of 22 – Does not deliver equal numbers north and south	Allocation of places based upon an authority of 20 - Does not deliver equal numbers north and south	Allocation of places based upon an authority of 18 -	Allocation of places based upon an authority of 16 - Does not deliver equal numbers north and south	Allocation of places based upon an authority of 14	Allocation of places based upon an authority of 12	Allocation of places based upon an authority of 10
Dorset	7	7	6	5	5	4	3	3
Bournemouth	3	3	3	2	2	2	2	1
Poole	2	2	2	2	2	1	1	1
Swindon	4	3	3	3	2	2	2	2
Wiltshire	8	7	6	6	5	5	4	3

- 5.2 In the light of views expressed by members at the Governance Seminar held on 15 December discussion at the Governance Review Group concentrated upon those options where electoral proportionality would maintain equal numbers between the old Dorset Authority and the old Wiltshire and Swindon Authority.
- 5.3 The Governance Working Group agreed that equality of representation between north and south was still an important principle and one that was likely to be significant when consulting with the constituent Councils. Those options which would deliver this equality of representation are shaded in the table.
- 5.4 An Authority of 24 members, 18 members, 14 members, 12 members or 10 would satisfy the principle of equality. In each of these options Wiltshire Council, as the largest single constituent Council would appoint the most members to the Authority.
- 5.5 At the meeting on 24 January there was general support amongst the Governance Working Group for an Authority of either 24 or 18 members, with the majority at the time favouring 24. Since then the national drivers for more significant change have become very much clearer and following discussion with other members the Chairman of the Working Group has a clear preference for an Authority of 18.
- 5.6 In any option involving fewer than 14 Authority members the Borough of Poole would be represented by 1 member only and at an Authority of 10 Bournemouth Borough Council as well as the Borough of Poole would each fall to 1 member. The clear view of the Working Group was that any option which reduced a constituent council's representation to only one member was not acceptable and should not be consulted upon.
- 5.7 At the Governance Seminar some members expressed concern that too significant a reduction would leave members representing significant populations and large geographical areas. These are important points and an alternative approach to how elected members from the constituent Councils might play a part on local performance and scrutiny Committees is commented upon below. It is also important to recognise though that unlike on local authorities (where Councillors are elected to represent an individual ward or division) members are appointed to DWFR by a constituent Council to represent that Council on the Fire and Rescue Authority. The role is one of overseeing the provision of Fire and Rescue Services across the whole of the areas of all of the constituent Councils rather than that of an individual ward or divisional Councillor.
6. **Consequences of any reduction in the membership of the Fire and Rescue Authority**
- 6.1 Beyond the numbers set out in combination orders the law does not prescribe (a minimum) membership for a Fire and Rescue Authority. Provided all constituent Councils are represented on the Authority in proportion to each Council's share of the overall electorate there is no minimum.

- 6.2 There are though practical requirements for a minimum of number of members necessary in order to be able to operate effectively as a Governing Board. The former Dorset Authority was able to operate effectively with a membership of 15, the former Wiltshire and Swindon Authority operated effectively with a membership of 13 and the Hampshire FRA believes that it will be able to operate effectively with a membership of 11.
- 6.3 When DWFRA was formed members established 2 main standing Committees (Policy and Resources and Finance and Audit) and 4 Local Performance and Scrutiny Committees. Neither the old Dorset Authority nor the old Wiltshire and Swindon Authority had a Policy and Resources Committee. If members were minded to reduce the size of DWFRA then I would recommend changes to remove the Policy and Resources Committee so that its terms of reference were brought within those of the full Authority. As a practical measure to ensure that business could be a conducted in a timely manner members might then wish to add two full DWFRA reserve dates to the calendar of meetings.
- 6.4 The size of DWFRA, operating across the areas of 5 constituent Councils makes it important to establish a means of retaining the local focus provided by Local Performance and Scrutiny Committees. If members do decide to reduce the size of the Authority then this local focus could still be achieved through co-option of members drawn from the constituent Councils to work alongside members of the DWFRA on Local Performance and Scrutiny Committees. Numbers can be tailored to suit local circumstances (in particular Bournemouth and Poole where 2 constituent Councils share 1 Local Performance and Scrutiny Committee). The important point is that there is a practical and a legal mechanism which would enable a smaller DWFRA to work with constituent Councils to maintain a local focus.
- 6.5 At this stage members are being asked to consider consulting constituent councils on a possible reduction in the size of the Authority. If members do later resolve to reduce the size of DWFRA then detailed recommendations about the removal of the Policy and Resources Committee, changes to terms of reference and changes to Local Performance and Scrutiny Committees would be brought back to the Authority alongside the outcome of consultation on the proposed reduction in the size of the Authority.

7. Next steps

- 7.1 DWFRA was created under Section 2 of the Fire and Rescue Services Act 2004 by an Order made by the Secretary of State.
- 7.2 Under Section 2 (6) of the 2004 Act the Secretary of State may by Order vary or revoke a Combination Scheme but as originally enacted the section contained consultation obligations including for the Secretary of State to consult with the constituent Authorities (which if it were not for the Combination Scheme would themselves be Fire and Rescue Authorities). It was this consultation requirement which made it necessary for the Secretary of State to seek the views of the 5 constituent Councils before making the Combination Order to form DWFRA.

- 7.3 Since the Combination Order was made in March 2015 the law has changed and the De-regulation Act 2015 has amended the duty to consult under the 2004 Act. The effect of the change is that where a variation to a Combination Scheme is being proposed by a Combined Fire and Rescue Authority itself (as opposed to a variation being promoted by the Secretary of State) there is no requirement upon the Secretary of State to consult with constituent Councils.
- 7.4 If members agree in principle to a reduction in the size of the Authority, the next step is for DWFRA itself to consult with its constituent Councils before submitting any proposal to the Home Office. Any such consultation with the constituent councils should be proportionate and by letter only - setting out the drivers for change, the options considered and this Authority's preferred option.
- 7.5 Consultation should be avoided during the purdah period ahead of Dorset County Council and Wiltshire Council elections between late March and the start of May 2017. Instead it is suggested that the start of any consultation should be deferred until after the elections and the responses reported back to the Authority in September when a final decision could be made on any request to the Home Office for a variation of the Combination Order.
- 7.6 In line with the approach taken by Hampshire FRA it is suggested that any reduction in numbers should take effect from the date of an annual meeting. This would mean putting in place new governance structures and a smaller DWFRA with effect from the Authority's annual meeting in June 2018.
- 7.7 Members are invited to consider consulting the constituent councils on a reduction in the size of DWFRA and in doing so to express a preference for an Authority of 18 members. Reducing the size of the Authority in this way would:
- demonstrate commitment to radical reform
 - and at the same time retain the democratic accountability and the value added by elected members drawn from the constituent local authorities whose communities are served by the Fire and Rescue Service.

This option would also retain equality between north and south.

Jonathan Mair
Monitoring Officer.



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

**(Extract of) Minutes of the
Dorset & Wiltshire Fire and Rescue Authority
held at 10:00 hours on Thursday 9 March 2017 at the
Dorset & Wiltshire Fire and Rescue Service Headquarters, Salisbury**

Members present: Cllr Rebecca Knox, Chairman; Cllr Abdul Amin; Cllr Les Burden; Cllr Steve Butler; Cllr Ernie Clarke; Cllr Christopher Devine; Cllr Beverley Dunlop; Cllr Peter Edge; Cllr Spencer Flower; Cllr Mollie Groom; Cllr Susan Jefferies; Cllr Paul Kimber; Cllr John Knight; Cllr Colin Lovell; Cllr Nick Martin; Cllr Christopher Newbury; Cllr Graham Payne; Cllr Garry Perkins; Cllr Christopher Rochester; Cllr Ricky Rogers; Cllr Vikki Slade; Cllr Ann Stribley; Cllr Joe Tray and Cllr Bridget Wayman.

Officers in attendance: Chief Fire Officer, Benjamin Ansell; Director of Finance & Treasurer, Mr Phil Chow; Clerk & Monitoring Officer, Mr Jonathan Mair; and Democratic Services Officer, Mrs Marianne Taylor.

17/21 Consideration of the exclusion of the Press and Public

17/21.1 The Clerk & Monitoring Officer outlined the law relating to the exclusion of the press and public from local authority meetings. He explained that there was a two-part test to be applied:

1. Is the subject matter of the report within one of the categories of potentially exempt information described in part 2 of schedule 12A Local Government Act 1972 and
2. Is it in the public interest that the press and public should be excluded in order to enable confidential business to be dealt with in closed session.

17/21.2 In relation to the first part of the test the Clerk and Monitoring Officer explained that the information in the report related to the business affairs of the Authority and so was potentially exempt from discussion in public. In

relation to the second part of the test Members would need to decide whether the public interest required that the item should be dealt with in closed session. In this respect he referred to sensitivity around the pre-election period and the timing of any consultation with constituent councils.

17/21.3 Members discussed the proposal to exclude the press and public for the reasons given by the Clerk & Monitoring Officer. However, following deliberation, Members voted in favour of keeping the meeting open to the public.

17/21.4 **RESOLVED: That the press and public not be excluded from the meeting for the remainder of the agenda.**

17/21.5 **ACTION: Democratic Service to ensure that the report was made publically available and publish in line with other papers.**

17/22 Possible change in the membership of the Fire and Rescue Authority

17/22.1 Cllr Flower introduced the report reminding Members that at its meeting on 23 June 2016 the Fire and Rescue Authority resolved that a Governance Working Group be formed to complete a review of the Authority's governance arrangements by May 2017.

17/22.2 The terms of reference of the Group included: to consider and provide options in respect of the total number of elected Members on the Authority and to determine the appropriate process for any subsequent amendment to the Combination Order and the Authority's standing Committees.

17/22.3 The Governance Working Group had met five times and a Governance Seminar was provided for all Members. There were a range of options for a possible reduction in the number of elected Members of the Authority; potential consequential changes to the Authority's governance arrangements and suggested next steps.

17/22.4 Members discussed the options fully and were generally in support of those options that gave equal representation between the north and south of the area served by the Authority. A number of Members raised issues associated with the timing of any potential reduction given that local government review was being considered across Dorset, Bournemouth and Poole. The Clerk and Monitoring Officer stated that any reviewed membership as a result of Local Government Reorganisation in Dorset would not have a significant impact on the proposals being considered by the Authority.

- 17/22.5 Members also raised issues about the effect that any potential membership might have on the existing governance arrangements and the committee structures. The Clerk and Monitoring Officer explained that any significant reduction would necessitate a review of the Authority's governance arrangements. Both of the predecessor fire and rescue authorities had operated effectively with fewer members and in a smaller Dorset and Wiltshire Fire and Rescue Authority it would be possible to devise governance arrangements which maintained local accountability and at the same time improved the efficiency and effectiveness of the Authority more generally.
- 17/22.6 The Clerk and Monitoring Officer also referred to the Adrian Thomas review, the Policing and Crime Act and recent announcements by the Minister for Policing and Fire as key factors driving the need to slim down governance structures across the fire and rescue service sector more generally.
- 17/22.7 After much debate and having been proposed by Cllr Flower and seconded by Cllr Perkins, upon being put to the vote, it was agreed in principle to support a reduction in the membership of the Authority to 18 members.
- 17/22.8 The Clerk & Monitoring Officer outlined the process that would follow this meeting; a letter would be sent to the five constituent councils seeking their views about the proposed changes. The views received would be presented to the meeting of the Authority on 8 September 2017.
- 17/22.9 **RESOLVED: That a proposed membership of the Dorset & Wiltshire Fire and Rescue Authority of 18 be approved in principle as the basis for consultation with constituent authorities.**
- 17/22.10 **RESOLVED: That the views of the constituent councils be reported at the meeting of the Dorset & Wiltshire Fire and Rescue Authority on 8 September 2017.**
- 17/22.11 **ACTION: the Clerk & Monitoring Officer to write to the constituent councils to consult them about the proposed membership changes.**

The meeting closed at 13:05hrs.

Signed: _____

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