

AGENDA

Meeting: Cabinet
Place: Council Chamber - Council Offices, Monkton Park, Chippenham
SN15 1ER
Date: Tuesday 16 November 2010
Time: 10.30 am

Membership:

Cllr John Brady	Cabinet Member for Economic Development, Planning and Housing
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr Keith Humphries	Cabinet Member for Health and Wellbeing
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhe-Philippe	Cabinet Member for Finance, Performance and Risk
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Waste, Property and Environment
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Libraries
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Leisure, Sport and Culture


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

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

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

Part I

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

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

1 **Apologies**

2 **Minutes of the previous meeting** (*Pages 1 - 16*)

To confirm and sign the minutes of the Cabinet meeting held on 19 October 2010.

3 **Chairman's announcements**

4 **Declarations of Interest**

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

5 **Public participation**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on 12 November. Anyone wishing to ask a question or make a statement should contact the officer named above.

'Work together to support Wiltshire's Communities'**

6  **Family and Parenting Support Commissioning Strategy and Intentions**
(*Pages 17 - 64*)

Report of the Service Director Commissioning & Performance (DCE) is attached

'Deliver high quality, low cost, customer focused services'**

7 **Update on Performance** (*Pages 65 - 86*)

Report of the Service Director, Performance is circulated

8 **Urgent Items**

Any other items of business, which the Chairman agrees to consider as a matter of urgency

Part II

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

None

* these headings reflect the key goals of Wiltshire Council to achieve its vision to 'Create stronger and more resilient communities'


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CABINET

MINUTES of a MEETING held at COUNCIL CHAMBER - COUNCIL OFFICES, BROWFORT, DEVIZES on Tuesday, 19 October 2010.

Cllr John Brady	Cabinet Member for Economic Development, Planning and Housing
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr Keith Humphries	Cabinet Member for Health and Wellbeing
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhe-Philipe	Cabinet Member for Finance, Performance and Risk
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Waste, Property and Environment
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Libraries
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Leisure, Sport and Culture

Also in Attendance:	Cllr Allison Bucknell
	Cllr Trevor Carbin
	Cllr Linda Conley
	Cllr Peter Doyle
	Cllr Howard Greenman
	Cllr Jon Hubbard
	Cllr Chris Humphries
	Cllr David Jenkins
	Cllr Jerry Kunkler
	Cllr Laura Mayes
	Cllr Jemima Milton
	Cllr Jeff Osborn

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

140. **Apologies**

No apologies were received, all Cabinet members present.

141. **Minutes of the previous meeting**

The minutes of the meeting held on 14 September 2010 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 14 September 2010.

142. **Leader's Announcements**

Order of agenda

The Leader announced a re-ordering of the agenda as reflected in the order of these minutes.

Report on Air Quality Strategy

The Leader reported that this item was deferred to a future meeting when an updated report would be considered taking into account updated information and relevant Government directives.

143. **Declarations of Interest**

Cllr Allison Bucknell declared a personal interest in the statement from Mrs Gunning and the discussion which ensued on the Portage Service by virtue of being Chairman of the North Wiltshire and Devizes Portage Service.

The Leader also declared a personal interest in the same issue by virtue of having previously used the Portage Service albeit several years ago.

Cllr Toby Sturgis declared a personal interest in the item on the Review of the Development Control Service by virtue of having submitted a planning application which had yet to be determined.

144. **Public participation**

Declarations of interest

Cllr Allison Bucknell declared a personal interest in this item by virtue of being Chairman of the North Wiltshire and Devizes Portage Service.

The Leader also declared a personal interest in this item by virtue of having previously used the Portage Service albeit several years ago.

Mrs Gunning – Portage Service

Mrs Leila Gunning read out a statement expressing her concerns at the procurement process for the portage service and the impact she considered this could have on the service receiving local authority funding in 2011. She expressed concern that such changes could ultimately result in the service not

being considered viable to run. She sought an assurance the service would not be lost and that families who need the service would still be able to receive it.

Cllr Grundy, Cabinet member for Children's Services responded by referring to the procurement process, the revision to the service to meet local needs and reducing the number of contracts from seven to four to provide better value for money. He appreciated the concerns and acknowledged that it was an important service to those who received it.

In the discussion which ensued, the Leader explained that she would be meeting the following day with Cllr Linda Conley to discuss the service and that she would take on board the issues raised at this meeting.

Mr Michael Sprules – Chairperson RADAR - Adopted Housing Provision for Chippenham

Mr Sprules, Chairperson of RADAR (Residents Against Development Affecting Recreation Land) presented a question in respect of the housing provision for Chippenham.

Cllr John Brady, Cabinet member for Economic Development, Planning and Housing provided a response. Mr Sprules thanked Cllr Brady for such a positive response.

The Leader explained that as usual, she would be happy to allow members of the public to speak at the start of each item if they wished to do so.

145. **Budget Monitoring**

(a) **Revenue Budget Monitoring 2010-11 (as at the end of Period 5)**

Cllr Fleur de Rhe Philippe Cabinet member for Finance, Performance and Risk presented a report which advised Cabinet of the revenue budget monitoring position as at 31 August 2010 (period 5) for the financial year 2010-11. The report also sought Cabinet's views on a proposal to recommend to Council the approval of virements from reserves as detailed in the report presented.

It was noted that this period had seen an increase in service related pressures within the Department for Community Services arising largely from a higher than expected demand for services. However overall action resulted in the forecast overspend for the Council being reduced further and as at the end of this period now stood at £1.038 million.

Cllr de Rhe Philippe explained that the Council would need to assess the implications arising from the Government's public spending review which

would be announced the following day.

In response to a query raised by Cllr Hubbard on behalf of Cllr Peter Colmer, it was agreed to circulate a written response to those Councillors on the reasons for the variances referred to in the revenue budget details.

Resolved:

That Cabinet note the report pending future monitoring reports that will highlight actions being taken to continue to reduce the overspend back to balanced budget.

Recommended to Council:

That in accordance with paragraph 15.7 of the Financial Procedure Rules, Cabinet recommends to Council the approval of the virements from reserves as highlighted at paragraphs 10 and 11 of the report presented.

Reason for Decision

So that Members can approve a corporate approach to managing the financial pressures and government reductions.

(b) Capital Budget Monitoring 2010-11

Councillor Fleur de Rhe Philippe Cabinet member for Finance, Performance and Risk presented a report which reflected the position of the 2010-11 capital programme as at 31 August 2010.

Resolved:

That Cabinet:

- (i) notes the current position of the 2010/11 capital programme and**
- (ii) notes the budget changes in section 1 of Appendix B to the report presented.**

Reason for Decision

To inform cabinet of the current position of the 2010-11 capital programme and identify issues which need to be resolved as a result of cuts in funding from Central Government.

146. **Transformation of Waste and Recycling Collections**

Cllr Toby Sturgis, Cabinet Member for Waste, Property and Environment presented a report which:

- a) reported the results of the public consultation on transformation of waste collection and recycling services carried out during June, July and August 2010;
- b) sought agreement to implementation of the proposal;
- c) updated Cabinet on the details of the proposal, and sought agreement of key policies for the new services.

Cllr Sturgis explained that the transformation of waste and recycling proposals had been long awaited and delayed primarily as a result of the General Election in May on the basis that a change in Government could bring about national changes. He also reminded Cabinet that the harmonisation of waste service was a commitment in the Council's bid for one Council for Wiltshire.

Cllr Sturgis guided Cabinet through the proposals and the responses and response rates from the consultation exercise.

It was noted that the Chairman and members of the Waste Task Group had been invited to this meeting to participate in the discussion. Cllr Chris Humphries, Chairman of the Task Group indicated that he was content with the proposals being presented.

Councillors expressed their appreciation for the enormous amount hard work in bringing this project to fruition in particular to Cllrs Sturgis and Conley, members of the Task Group and officers. Cabinet added its personal thanks to Tracy Carter, Service Director for Waste Management Services for her dedication and exceptional management of the project.

Resolved:

That Cabinet:

- (a) notes the results of the public consultation "Waste Collection and Recycling – Proposing a first class service for all households in Wiltshire" carried out during June, July and August 2010, and agrees to the implementation of that proposal;**
- (b) notes that implementation of the proposal requires management of a number of significant risks, in particular the procurement and development of waste management sites, the availability of depot space for additional vehicles and temporary storage facilities for**

additional bins and the procurement of vehicles, bins and bags which will determine the timescale for implementation;

- (c) gives delegated authority to the Corporate Director, Neighbourhood and Planning in consultation with the Cabinet Member for Waste, Property and Environment to implement the policy;**

Agrees to:

- (a) the proposed area by area phasing of new services, to minimise disruption and to control the very substantial logistical issues, such as bin delivery and staff availability to assist residents during the change;**
- (b) a phased communication and education programme prior to, during and subsequent to the roll out of service changes, commencing at least six months prior to roll-out;**
- (c) the key decisions on service delivery and policy, as set out at paragraphs 25 to 44 and in Appendix 7 of the report presented;**
- (d) policies for non-collection of overfull bins or side waste being implemented after a “settling down” period of six months for the new services;**
- (e) enforcement action by the Council being limited to repeated failure to use receptacles provided for recycling or creation of side waste and warnings being issued before any formal enforcement action is taken;**
- (f) residents being invited to apply for the garden waste collection, but that this would be provided on request only except in west Wiltshire, where the service already existed;**
- (g) charging for provision of additional garden waste bins and their collection (ie more than one bin per household) at £30 per additional bin per year (2011-12) with prices subject to annual review and**
- (h) budget provision being made for the capital and revenue costs of the service changes, as set out in paragraphs 71-73 and Appendix 2 of the report presented, commencing in 2011-12, with timing subject to the emerging dates for implementation.**

Reason for Decision

To seek agreement to commence implementation of the Cabinet's proposal for harmonisation of waste collection and recycling services across Wiltshire, following a positive response to public consultation.

147. Visit Wiltshire - Business Plan 2010-14

Cllr John Brady, Cabinet Member for Economic Development, Planning and Housing presented a report which:

- (a) briefed Cabinet members on the main proposals within the new VisitWiltshire Business Plan 2010 -14;
- (b) identified the implications for operations and staff;
- (c) sought Cabinet's agreement to the VisitWiltshire Tourism Partnership establishing itself as an independent company limited by guarantee and
- (d) sought approval to de-couple the management of Tourist Information Centres (TICs) that are currently operated by Wiltshire Council from the VisitWiltshire Tourism Partnership, review their cost base and explore the feasibility of securing greater local control.

Cllr Brady emphasised that tourism was a very important generator of income and that the Council was examining how best to fund this area of work in order to maximise the benefits to the County. Councillors agreed that Wiltshire was a hidden gem which needed better marketing to attract people to the area. It was noted that a number of initiatives were being explored.

Resolved

That Cabinet:

- (a) agrees to VisitWiltshire Tourism Partnership establishing itself as an independent company limited by guarantee. The focus of this company, will be on destination marketing and building and supporting membership;**
- (b) approves bringing in-house the management of TICs that VisitWiltshire currently manages on the Council's behalf;**
- (c) provides delegated authority to the Service Director for Economy & Enterprise in consultation with the Cabinet Member for Economy and Enterprise, to review the cost base of the TICs and explore with local stakeholders the feasibility of securing greater control with a view to presenting options to Cabinet by December 2010;**

- (d) **subject to the outcome of the above investigations, confirms the level of funding that the Council is prepared to make available to the new VisitWiltshire company;**
- (e) **approves consultation with trade unions, existing VisitWiltshire staff and other stakeholders regarding these proposals and complete a due diligence exercise to assess the feasibility of the TUPE transfer of staff to the new VisitWiltshire company and**
- (f) **that local division members be kept informed of proposals affecting TIC arrangements in their respective areas and that local members and the National Trust be kept informed of proposals to site a TIC at the Stonehenge Visitor Centre. That the National Trust be also kept informed of the TIC arrangements at Avebury.**

Reason for Decision

To provide VisitWiltshire with the structure and resources it needs to effectively market Wiltshire as a visitor destination, i.e. to attract more visitors and encourage them to stay longer and spend more in the local economy. It will also provide an opportunity to review the management and funding of TICs and explore the possibility of greater local control of these services by local communities.

148. **Non-Domestic Rate Discretionary Relief Policy**

Cllr Fleur de Rhe Philippe, Cabinet Member for Finance, Performance and Risk presented a report which sought approval for the adoption of a policy and process relating to applications for discretionary rate relief. The proposals sought to harmonise the practices across the Council's area in order to ensure consistency, affordability and fairness of approach.

It was noted that Cabinet had at its meeting in June 2010 approved a policy for hardship rate relief.

Resolved:

That Cabinet adopt the recommendations and processes to manage applications for discretionary rate relief as set out in the report presented to ensure that any award meets the Council's objectives and brings benefit to the community the business serves. Specifically that:

- (a) **Cabinet approves and adopts the proposed application and assessment process for discretionary rate relief (Appendix 1 of the report presented).**
- (b) **That discretionary rate relief be awarded in accordance with the recommendations set out in the policy framework.**

- (c) **The decision on applications requesting rate relief of up to Rateable Value (RV) £18,000 in total be delegated to the Head of Revenues.**
- (d) **That the Head of Finance determines discretionary rate relief applications in excess of RV £18,000 rate relief.**
- (e) **Applications from kindred organisation (and ‘other organisations’ set out in Para 4d) will be considered and a decision taken by the Head of Finance where rateable values exceed £18,000. Representations from the Head of Strategy, Community and Voluntary Sector Support, will be taken into account in reaching a decision.**
- (f) **That in cases where an application is refused, an Appeals Panel of the Appeals Committee determines cases where an application has been rejected and an appeal by the ratepayer is lodged.**
- (g) **£470,000 (or an agreed sum set by Cabinet) is identified and allocated on an annual basis to specifically fund discretionary rate relief applications.**
- (h) **Members of Appeals Committee receive training on discretionary rate relief.**
- (i) **That the Communications Team take appropriate measures to ensure the availability of discretionary rate relief is sufficiently publicised including via Business Link and Chambers of Commerce to those who are currently eligible or could be eligible to receive it in the future.**

Reason for Decision

To ensure that there is an agreed policy and process relating to discretionary rate relief to provide a framework for managing applications and also to ensure that any award meets the Council’s objectives and brings benefit to the community the business serves.

149. **Wiltshire's Housing Requirement**

Councillor John Brady, Cabinet Member for Economic Development, Planning and Housing presented a report which sought approval for the Council’s approach to determining long term housing requirements for the Wiltshire Core Strategy in light of the revocation of the Regional Spatial Strategy for the South West (RSS).

Cllr Brady explained that the Decentralisation and Localism Bill expected to be published during November would include changes to planning laws, housing policy and the mechanism by which the policy changes put forward by the

Government would be implemented. This could have implications for how the Council moved forward in preparing Wiltshire's new housing requirement.

It was noted that the need to develop the housing numbers in advance of the Bill was driven by the timetable for the South Wiltshire Core Strategy that had been agreed with the Inspector. However, the Inspector had since agreed that it would make sense to wait until after publication of the Bill so that a decision on the housing numbers could be made taking into account the implications of the Bill. In recognition of this, it was proposed to defer any report on the future housing requirement for South Wiltshire until such time as the implications of the Bill could be taken into consideration.

In view of this information, Cllr Brady presented a revised recommendation for Cabinet's consideration and it was

Resolved:

That Cabinet:

- (a) In light of the revocation of the Regional Spatial Strategies, reaffirms that the Wiltshire and Swindon Structure Plan 2016 sets out housing figures for Wiltshire up to 2016 (as set out in saved Policy DP4);**
- (b) Agrees that Wiltshire's new housing requirement is determined through a comprehensive review involving local communities, which responds to the Decentralisation and Localism Bill; and**
- (c) Agrees that the new housing requirement be progressed as part of the Core Strategy process.**

Reason for Decision

To take account of any implications arising from the Decentralisation and Localism Bill.

150. Delegation of Services to Town and Parish Councils - Funding Delegated Services

Councillor Dick Tonge, Cabinet Member for Highways and Transport presented a report which sought Cabinet approval for guidelines on funding arrangements to recipient bodies to deliver delegated services. It was recognised that the guidelines were principles for negotiation which would be used in normal circumstances but would vary in individual cases.

It was noted that at present there were five local councils and a community group progressing with applications to receive and deliver delegated services who need to consider the financial impact on their budgets before committing

themselves further. The details of the funding arrangements need to be agreed with those local councils to enable the delegation to progress. Given the budget pressures for Wiltshire Council and local councils, it was acknowledged that funding arrangements needed to be equitable and sustainable to the local councils and this Council.

Resolved:

- (a) **That Cabinet adopt the following guidelines as the basis of the funding arrangements to recipient bodies to deliver delegated services and recognises that these are principles for negotiation which would be used in normal circumstances but would vary in individual cases:**

For Services Delegated as a result of the freehold transfer of an asset

(i) **Allotments**

The recipient body retains the income, no further annual payments from Wiltshire Council.

(ii) **Public Conveniences**

(Where maintained by Wiltshire Council in-house staff).

The recipient body receives full Wiltshire Council direct costs (Includes as applicable: direct labour and material costs, vehicles and equipment, repair and maintenance, NNDR, power and services) - excluding overhead) in year one reducing to 50% after four years. In year five and onwards, until the agreement ends, 50% of direct costs will be paid and adjusted annually by the increase/decrease in Wiltshire Council Tax.

(iii) **Equipped Play Areas**

(Where maintained by Wiltshire Council in-house staff)

Where there are outstanding commuted funds from Section 106 agreements, these to be transferred to the recipient body. The arrangement at 14 (c) (ii) of the report presented will apply when the period of the Section 106 expires.

Where there are no outstanding funds for maintenance from Section 106 agreements the recipient body receives full Wiltshire Council direct costs (Includes as applicable: direct labour and material costs, vehicles and equipment, repair and maintenance, NNDR, power and services) - excluding overhead) in year one, reducing to 50% after four years. In year five and onwards, until the agreement ends, 50% of direct costs will be paid and adjusted annually by the increase/decrease in Wiltshire Council Tax.

- (iv) **Parks, other Public Open Space and Amenity Areas - Grounds Only**
(Maintained by Wiltshire Council in-house staff)

The recipient body receive full Wiltshire Council direct costs (Includes as applicable: direct labour and material costs, vehicles and equipment, repair and maintenance, NNDR, power and services - excluding overhead) for one year.

- (v) **Assets Maintained or Services Provided by Contractor to the Council**

Subject to individual agreement with contractor and recipient body. This may be as a variation within the contract or novation or part of the contract.

Once the contract expires move to arrangements shown in (ii) to (iv) above.

For Services Delegated without freehold transfer of an asset

- (vi) **Maintenance of Asset or Provision of Service**

Subject to individual agreement based on direct costs with recipient body and Service Level Agreement

or if services currently delivered by a contractor to the Council.

Subject to individual agreement with contractor and recipient body.

- (b) **Delegates authority to the Director of Neighbourhood Services to agree payments to recipient bodies and negotiates variations or changes to current contractual arrangements with contractors as required.**

Reason for Decision

To provide Guidelines on funding arrangements to recipient bodies to deliver delegated services.

151. **The Wiltshire Council Member and Parish, Town & City Council Review of the Development Control Service of Wiltshire Council following nine months of operation**

Declaration of interest

Cllr Toby Sturgis declared a personal interest in this by virtue of having submitted a planning application which had yet to be determined.

Councillor John Brady, Cabinet Member for Economic Development, Planning and Housing presented a comprehensive report on the outcome of the review of the Development Control service and sought approval of a number of recommendations arising from the review.

Resolved:

- (a) To defer consideration of the review of the Development Control Service until such time as the implications of any changes to the planning system as a result of the Decentralisation and Localism Bill are known.**
- (b) That in the meantime, a Working Group be established, the membership of which to be determined by the Cabinet member for Economic Development, Planning and Housing to consider the issue of the 21 day call-in period in more detail.**

Reason for Decision

To enable the Council to take a more informed

152. **Review of Constitution**

Cllr Wheeler in his capacity as a Cabinet member on the Focus Group on the Review of the Constitution updated Cabinet on the work being undertaken to review the constitution.

He explained that the constitution was last reviewed during 2009/10 with the aim of having a fit for purpose constitution in place for day one of the inception of the new Council. In adopting the new constitution, Council requested the Standards Committee to review it in the light of experience after six months of operation.

Accordingly, the Standards Committee established a Focus Group to assist with the review. The membership of the Focus Group included cross party representation and representation from the Standards, Audit and Scrutiny Committees. The Focus Group met on four occasions and examined the constitution in detail. Large parts of the constitution had not changed where sections were required by legislation or statutory guidance. The Focus Group had recommended a number of changes and picked up the outcomes of the separate reviews into Area Boards, Overview and Scrutiny Arrangements and proposals put forward for Development Control which were deferred by Cabinet under the previous minute. The Focus Group also took into account feedback from Councillors.

The Standards Committee would be considering a report on the outcome of the review at a special meeting convened to consider the constitution on 26 October 2010 for onward recommendation to Council on 9 November 2010. The

report to the Standards Committee and the draft revised constitution would be made available to all Councillors for their input.

Cabinet considered that user friendly leaflets summarising the relevant parts of the constitution for use by members of the public and Councillors should be provided. It was noted that this had been acknowledged during the last review and a proposal for this to be undertaken was included in the report to the Standards Committee. Cabinet also considered that a user friendly summary of the Area Handbook should also be provided.

Resolved:

That the report be noted.

153. **Workplace Transformation Programme - Update**

Councillor John Noeken, Cabinet Member for Resources presented a report which provided Cabinet with an update on activity within the Workplace Transformation Programme (WTP).

The WTP currently had 64 active work streams and overall progress had been assessed by the WTP Board as being 'good'. A recent high level review of the financial aspects of the programme had confirmed that the overall budget approved by Cabinet and Council remained appropriate for the programme and that the future disposal values indicated previously to Cabinet remained achievable.

The report presented provided updates on a number of the work streams

Resolved:

That Cabinet note the update.

Reason for Decision

To keep Cabinet informed of progress on the Workplace Transformation Programme.

154. **Air Quality Strategy for Wiltshire.**

As announced earlier in the meeting by the Leader, this item was deferred to a future meeting when an updated report would be considered taking into account updated information and relevant Government directives.

155. **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30am – 12.50pm)

<p>These decisions were published on the 27 October 2010 and will come into force on 4 November 2010.</p>

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

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Wiltshire Council

Cabinet

16 November 2010

Subject: Family and Parenting Support Commissioning Strategy and Intentions

Cabinet member: Cllr Lionel Grundy – Children’s Services

Key Decision: Yes

Executive Summary

This paper introduces the Family and Parenting Support Commissioning Strategy which has been endorsed by Wiltshire Children’s Trust. The strategy outlines a framework for ensuring there is a good range of high quality, cost effective services which meet the needs of parents and families leading to improved outcomes for children and young people.

The paper highlights the commissioning intentions contained within the strategy which have an impact on family and parenting support services currently provided by voluntary sector agencies under contracts which end on 31 March 2011.

Proposal

To approve the Family and Parenting Support Commissioning Strategy including the commissioning intentions outlined in the strategy and highlighted in section 8, 9 and 10 of this paper.

Reason for Proposal

On 10th March 2010 the Wiltshire Children’s Trust Executive agreed to develop a Family and Parenting Support Commissioning Strategy as parenting and family support is relevant to 9 out of the 10 priorities identified in the current Children and Young People’s Plan. In addition, the Children’s Trust Executive was also aware that a number of family and parenting support services provided by voluntary sector agencies under contract were due to end on 31 March 2011. The Family and Parenting Support Strategy provides a framework for making decisions on future services.

Name of Director	Julia Cramp
Designation	Service Director Commissioning & Performance (DCE)

16 November 2010

Subject: Family and Parenting Support Commissioning Strategy and Intentions

Cabinet member: Cllr Lionel Grundy – Children’s Services

Key Decision: Yes

Purpose of Report

1. This report seeks Cabinet approval of the Family and Parenting Support Commissioning Strategy which is included at Appendix 1. The strategy seeks to ensure that a good range of high quality and cost effective services is available to support parents and families. This report highlights the commissioning intentions outlined in the strategy. These commissioning intentions have informed specific proposals on the future of a number of services currently provided by voluntary sector agencies under contracts which end on 31 March 2011.

Background

2. On 10 March 2010 the Children’s Trust Executive agreed to develop a Family and Parenting Support Commissioning Strategy. The Parenting Commissioning Group has been co-ordinating the development of the strategy. This group comprises representatives from the voluntary sector, the health service, a local Councillor and officers from the Children and Education Directorate. The strategy has been co-produced with a wide range of stakeholders through a series of workshops. The Children’s Trust Executive endorsed the strategy on 13 October 2010.
3. The commissioning strategy has been informed by a needs’ assessment drawing on demographic data and information included in the Joint Strategic Needs Assessment.
4. Section 5 of the strategy includes current expenditure on family and parenting support as at September 2010. This notes a current total gross Council revenue expenditure of £8,548,941 for family and parenting support services.
5. Section 5 of the strategy also outlines the different levels and types of family and parenting support and a summary is provided below:

Universal Family and Parenting Support Services

- Available to all families and parents.
- Parents and families do not require any additional support.

Every parent occasionally has some concerns or worries about their role and/or their child. Universal services would be expected to deal with these everyday concerns and worries. For example, supporting parents to develop strategies for managing a child's behaviour.

Targeted Family and Parenting Support Services – divided into lower and upper levels

Lower level targeted support

- For parents who have one or two concerns or problems which can be addressed by some specific focused and short term support.

Higher level targeted support

- For families and parents who have complex and multiple needs that require long-term support.
- The level of support required might change e.g. sometimes needing lighter touch support, sometimes more intensive support.
- There are concerns that parenting is not good enough – i.e. very close to social care “children in need” threshold or
- Social care might have successfully worked with the child and family, and parents now need support to sustain the changes made.

Specialist Family and Parenting Support Services

- Parents need support so that they can adequately safeguard their child/children.
- In particular parents might need support to change their parenting so that a child/ children in care can return home.
- Parents might need specific support on how to manage behaviour so that their child/children can remain at home.

Initial analysis from a service mapping exercise indicated a lack of clarity on whether some services are working at higher level targeted or specialist level. There are a number of services operating at these levels with the potential to remove overlap and duplication.

Main Considerations for the Council

6. The purpose of the commissioning strategy is to achieve better outcomes for children and young people. The aim is to put in place a range of high quality, cost effective family and parenting support services that meet identified needs. This includes ensuring there is sufficient investment in

services which can intervene early to support families as soon as issues emerge and in services which ensure parents can safeguard their children so that there is not a need for social care intervention.

7. Section 6 of the strategy focuses on shaping services to ensure the right range is available. Key issues and gaps identified during the consultation are identified, and a set of outcome indicators outlined that are being developed to assess and monitor the impact of the strategy. Section 6 goes on to set out a number of commissioning principles and commissioning intentions. The commissioning intentions which will affect voluntary service agencies currently providing services are highlighted below.

8. **Commissioning Intentions for Universal Services - Family Information Services 2011/12**

- It is proposed that the current contract for the Family Information Service is extended until 31 March 2012.
- The SENSS contract for providing information for parents with children with special educational needs will also continue to 31 March 2012 as already contained in the existing contract.
- Current 2010/11 funding for these services totals £347,254.
- This funding will be reduced for the financial year 2011/12. The budget for 2011/12 will be agreed by December 2010.

9. **Commissioning Intentions for Lower Level Targeted Support**

As there are significant resources invested in lower level 2 services through the Children's Centres it is proposed that a number of existing services are decommissioned ie contracts will end. These services and the current annual contract value are noted in the table below.

Service Provider	Current Annual Contract Values
Home Start Kennet	£49,031
Open Blue Trust	£10,284
Home Start South Wiltshire	£23,325
Scrapstore and Wiltshire Play Resource Centre (2 contracts to end)	£196,423*
Total	£279,063

*combined annual value of both contracts

In order to allow time for organisations to adjust to this loss of funding it is proposed that the de-commissioning of services is phased with a 50% reduction in funding from 1st April 2011 to 30th September 2011. After this date contracts will end.

After a proportion of this funding has been taken as a contribution to budget savings, the remaining funding will be shifted to contribute to the budget available for a new service described in section 10 below.

10. Commissioning Intentions for Higher Level 2 Targeted

It is proposed that a specification is developed for a new family and parenting support service. This will focus on providing support to parents and families who have complex and multiple needs and who require long term support but who do not reach the threshold for social care intervention.

To allow sufficient time for the procurement process it is proposed that the following contracts with agencies currently providing upper level 2 or level 3 services, due to end 31 March 2011, are extended for 6 months to 30 September 2011:

Service Provider	Current Annual Contract Values
Barnados Family Group Conferences	£60,515
Barnados Tapestry	£73,572
NSPCC Calne Family Centre	£32,280
NSPCC Ashdown Family Centre	£45,754
Action for Children Wessex Children's Services	£53,771
Ask Parenting Wiltshire	£120,689
Total	£386,581

The 6 months extension will be funded at a reduced rate which takes into account 6 months savings required. Savings required will be determined through the 2011/12 budget setting process and taking into account the amount of Early Intervention Grant Awarded. The Family and Parenting Support Commissioning Strategy will provide the framework for decisions on use of the Early Intervention Grant and recommendations for use of this grant will be made by the Parenting Commissioning Group.

After 30 September 2011 these contracts will end and the current budget for these services, less an amount required for savings, will be used to fund the new service.

The procurement process for this new service will begin in December 2010. It is anticipated that contract/s will be awarded in June 2011 with the new service commencing 1st October 2011.

11. It is proposed that Cabinet approve the Commissioning Strategy for Family and Parenting Support and agrees the implementation of the commissioning intentions, including the proposals outlined in paragraphs 8, 9 and 10 above.

Environmental and climate change considerations

12. The main environmental consideration from this report relates to the operation of Children's Centres. Section 6.4.6 of the "Family and Parenting Support Commissioning Strategy (April 2011-2014)" highlights that the role and function of these facilities will change, potentially resulting in them becoming more carbon intensive. Currently an incomplete picture is available of energy consumption from these centres. In order to comply with the requirements of the Carbon Reduction Commitment (CRC), it is recommended that Department for Children and Education actively assist Strategic Property Services to monitor energy consumption at each site helping to identify a baseline profile and the subsequent impact of operational changes.

Equalities Impact of the Proposal

13. The strategy provides a framework for developing family and parenting support services. This framework will ensure a co-ordinated approach which will ensure that the needs of all parents and families are addressed.
14. Families are diverse and have a range of needs. The implementation of the strategy and commissioning intentions will enable them to more easily access the services they need. The strategy acknowledges and considers the needs of services for groups at a potential disadvantage such as travelers, teenage parents and service families.

Risk Assessment

15. Budget savings will be required in 2011/12 and in future years. The strategy facilitates these savings being achieved in the most effective way. If this strategy is not approved there will be insufficient funds to continue current services as they presently exist. Families will continue to have access to services based on historic patterns of expenditure rather than an analysis of need and the type and range of services required. Lack of clarity over "who does what" will continue and this will make it difficult for parents and families to know which service will best suit their needs. Duplication will remain, which is not cost effective.
16. If the strategy is approved, there will be a framework and a set of commissioning intentions which can guide how resources are distributed and how services are developed over time. The commissioning intentions will also ensure that service specifications are clear and that there is good alignment between services with no overlap and duplication.
17. Some family and parenting support services provided by voluntary sector organisations under contracts which end on 31 March 2011 will be de-commissioned. Other services will end on 30 September 2011 with a new service starting on 1 October 2011. This will have implications for a number of agencies. Early communication with affected organisations will help mitigate this risk and support can be offered to these agencies on seeking alternative sources of funding. It will also be important to ensure

that there is a transition plan for parents and families receiving services through contracts which will end.

18. Future funding for Parent Support Advisors (PSAs) is uncertain and they are a key element of delivering the lower level support for families with children aged 5+. Funding for these posts has been delegated to networks of schools.

Financial Implications

19. The gross expenditure identified in section 5 of the strategy is based on current budget levels. The analysis includes the total spend within Children's Centres although it is recognised that direct expenditure on parenting and family support will only represent a proportion of the total. Children's Centres are subject to a separate procurement exercise which is currently under way. The financial analysis in section 5 also illustrates the reliance of these services on external grant funding. Indications of future levels of grant funding will be given in the Comprehensive Spending Review.
20. At this stage, therefore, the budget available for family and parenting support services in the financial year 2011/12 is not fully clear. However, the specific recommendations in the strategy will, if approved, enable the allocation of available resources against clear priorities.

Legal Implications

21. Section 12 of the Childcare Act 2006 requires information advice and assistance to be available for parents and families. The Families Information Service (FIS) is provided by a voluntary sector agency under contract.
22. The SEN and Disability Act 2001 (SENDA) require the local authority to provide an information service for parents of children with Special Educational Needs (SEN). This service is provided through a contract with the same organisation that delivers the FIS
23. The family and parenting support strategy recognises the statutory requirement for information services and outlines plans for reviewing and tendering these services during 2011/12.

Options Considered

24. The main options considered were:
 - **Do nothing** – This was discounted as parents and families would not receive appropriate support. This might lead to more incidences of support required at a higher tier of need and potentially more children requiring child protection plans or increased family breakdown with children becoming looked after by the local authority. This would not be cost effective and would have a detrimental impact on outcomes for children and young people.

- **Continue existing contracts with a reduced level of funding** – This was discounted as this would mean continuing with historic patterns of funding and services which do not meet current needs. Overlaps, duplication and gaps would continue.
- **Exploring different services models** – During the development of the strategy 52 participants took part in one or more of the stakeholder workshops. During these workshops participants explored different services models and used evidence based research to inform discussion on future options.

Conclusion

25. The approval and implementation of this strategy, including the commissioning intentions, will provide a framework for shaping services over the next 3 years. This will ensure there is a good range of high quality and cost effective services with sufficient investment in services which intervene early preventing the need for more costly service interventions which are less likely to deliver good outcomes for children and young people.

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Designation Service Director Commissioning and Performance (DCE)

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18 October 2010

Background Papers

None

Appendices

Appendix 1 - Family and Parenting Support Commissioning Strategy



WILTSHIRE CHILDREN AND YOUNG PEOPLE'S TRUST

FAMILY and PARENTING SUPPORT COMMISSIONING STRATEGY

April 2011 to 2014

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1. Summary

On 10th March the Children's Trust Executive agreed to develop a Family and Parenting Support Commissioning Strategy. The Parenting Commissioning Group has been co-ordinating the development of the strategy. The strategy has been co-produced with stakeholders through a series of workshops. The Children's Trust endorsed the strategy at the October Executive meeting.

Section 2 sets out the purpose and links with existing strategies. It includes a definition of family and parenting support and provides information on how the strategy was developed.

Section 3 outlines the national context including initiatives taking place which might have an impact on family and parenting support. The local context is also identified including links with the Children and Young People's Plan. Finally, this section outlines evidence on what works.

Section 4 contains a needs assessment drawing on demographic data and information including in the Joint Strategic Needs Assessment. It also highlights the priority areas of need identified through the consultation process.

Section 5 identifies the September 2010 current total gross revenue budget for family and parenting as £8,548,941. (excluding health services) Section 5 also outlines the different types of family and parenting support. This is key part of the strategy. Family and Parenting support services are categorised as follows:

- Universal family and parenting support services which are available to all families and parents
- Targeted family and parenting support services which are divided into a lower and higher levels
 - Lower level targeted support for families and parents with 1 or 2 concerns or problems which will be addressed by some specific focused and short term support.
 - Higher level targeted support for families and parents who have complex and multiple needs which will require long-term support.
- Finally there are specialist family and parenting support services for parents and families where children have been identified as "Children in Need" under the Children Act 1989.

Section 6 focuses on shaping future services. Key issues and gaps are identified and a set of outcome indicators is outlined. Section 6 goes on to set out a number of commissioning principles and highlights a number of commissioning intentions.

Commissioning Intentions for universal services focus on ensuring families and parents have easy access to information on parenting and that there are arrangements for "signposting" parents to appropriate services.

In terms of commissioning intentions for lower level targeted support for families and parents a significant level of resource is being invested in early intervention through the Children's Centre. Resources are scarce and it is important to ensure a good range of services. Within this context the strategy outlines plans for de-commissioning a number of voluntary sector services currently providing lower level targeted services for families and

parents. In practice this will mean a number of contracts which end on 31.3.11 will not be renewed.

Higher level targeted services work with families and parents who have long term complex and multiple needs. The initial analysis of the mapping services exercise indicated there are a number of services providing higher level 2 targeted services or more specialist level 3 services. There is a potential for overlap, duplication and lack of co-ordination. For example, it is likely that different services are working with the same families. The service mapping also demonstrated that there was not equity of access across Wiltshire. The strategy recommends that a specification is developed for a new family and parenting support service. This will focus on providing support to parents and families who have complex and multiple needs and who require long term support but who do not reach the threshold for social care intervention. In order to allow sufficient time for the procurement process it is proposed that a number of contracts with agencies currently providing higher level 2 or level 3 services are extended once they end on 31.3.11 for 6 months to 31.9.11. After this these contracts will end. The current budget for these services less an amount required for savings will be used to fund the new service.

Section 7 includes a timetable for the procurement process for this new service. This will commence in December 2010. It is anticipated that contract/s will be awarded in June with the new service ready to start on 1st October.

Finally, **Section 8** includes an initial outline action plan which will be developed into a comprehensive project plan which will be used to manage implementation of the strategy.

2. INTRODUCTION

2.1 Purpose of the commissioning strategy

The purpose of the family and parenting support commissioning strategy is to achieve better outcomes for children and young people by:

- Ensuring a good range of high quality family and parenting support services which meet identified needs.
- Intervening early to support families and parents as soon as any problems or issues arise.
- Ensuring cost effective services by improved co-ordination and reducing any overlaps and duplication.
- Informing reviews and re-commissioning of services. This will include providing a framework for reviewing funding to voluntary sector agencies for family and parenting support

The strategy has been produced in line with the Wiltshire Children's Trust Commissioning Framework.

2.2 Links with Existing Strategies

There are a number of other strategies which relate to the Family and Parenting Support Commissioning Strategy.

The Children and Young People's Plan (CYPP) is the overarching strategic plan for children's services in Wiltshire. The current CYPP covers the period 2008-11. Although It is no longer a statutory requirement to have a CYPP Wiltshire Children's Trust plan to develop a new CYPP.

During the consultation process other strategies which need to inform and link with the Family and Parenting Support Commissioning Strategy were identified. These include Wiltshire Domestic Abuse Strategy, the Teenage Pregnancy Strategy and the Hidden Harm Strategy which focuses on improving outcomes for children and young people affected by parental drug and alcohol misuse.

2.3 Definition of family and parenting support

The family and parenting support commissioning strategy covers the full range of services from services available to all families and parents such as the provision of information advice and guidance, services which offer support as early as possible when problems or challenges first arise, through to services available to support families who are in crisis or experience a major or urgent need.

The commissioning strategy covers services which assist families and parents with the following:

- Supporting families and parents to identify the services that they require.
- Developing parenting and family skills.
- Building family resilience.
- Improving family relationships.
- Tackling difficult or problem issues.

- Coping with crises.

2.4 Developing the Family and parenting Support Commissioning Strategy

Agreement to develop a family and parenting support commissioning strategy was made at the Wiltshire Children's Trust Executive on 10th March. The Parenting Commissioning Group have co-ordinated the development of the commissioning strategy. Appendix 1 includes information on membership of the Parenting Commissioning Group.

A stakeholder workshop was held on the 28th April. The workshop was attended by 25 participants. Feedback given at the workshop informed the initial draft.

Consultation on the initial draft took place from 8th June to 8th August. Two additional consultation workshops took place:

- A workshop which focused on the key consultation questions was held on 30th June. This workshop was attended by 26 participants. The 10 key consultation questions are included in Appendix 2.
- A workshop which used the Outcomes Based Accountability Approach to assist with shaping future family and parenting support services was held on 21st July. This workshop was attended by 18 participants.

52 participants took part in one or more of the workshops.

In addition 7 written responses were received.

Details of agencies and individuals involved in the consultation can be found at Appendix 3.

3. CONTEXT

3.1 National Context

3.1.1 Programme for government

“The Coalition: our programme for government” sets out the high level intentions of the Coalition Government. Policies relevant to family and parenting support are:

- *“We will take Sure Start back to its original purpose of early intervention, increase its focus on the neediest, and better involve organisations with a track record of supporting families. We will investigate ways of ensuring that providers are paid in part by the results they achieve.”* (section 14 Families and Children)
- *“We will refocus funding from Sure Start peripatetic outreach services, and from the Department of Health budget, to pay for 4,200 extra Sure Start health visitors.”* (section 14 Families and Children)
- *We will investigate a new approach to helping families with multiple problems.* (section 14 Families and Children)
- *We will train a new generation of community organisers and support the creation of neighbourhood groups across the UK, especially in the most deprived areas.”* (section 14 Families and Children)
- *We will fund a significant premium for disadvantaged pupils from outside the schools budget by reductions in spending from elsewhere* (section 26 Schools)
Working in partnership with parents is the key to attainment and schools might be able to use the pupil premium to fund parenting and family support.
- Section 8 on Defence also refers to the pupil premium – *“exploring the potential for including service children as part of our proposals for a pupil premium.”*

3.1.2 Independent Commission into Early Intervention

An independent commission on early intervention has been established. This aims to ensure that children at greatest risk of multiple disadvantages get the best start in life. The commission is being coordinated by the Social Justice Cabinet Committee in order to ensure a cross-departmental approach.

The commission will draw on earlier work undertaken by the Centre for Social Justice and the Smith Institute and noted in the report *“Early Intervention: Good parents, great kids, better citizens”*. The report emphasises the importance of getting services right for the 0 to 3 age range. It suggests a “foundation programme” which will focus on:

- A prenatal package
- Postnatal (Family/Nurse Partnership)
- Children’s Centres
- Primary school follow-on programmes, focusing on parenting support, language, numeracy and literacy, and the development of children’s social competences
- Anti-drug and alcohol programmes
- Secondary school pre-parenting (i.e. pre-conception) skilling

3.1.3 Munro Review

Professor Eileen Munro is undertaking a review of child protection. The review is wide ranging and includes a focus on early intervention. The terms of reference include considering how the interaction between social workers and universal services be improved and the links between social workers and Health Visitors and Children's Centres

3.1.4 Budget Pressures

The Coalition Government has outlined initial plans for significant savings – likely to be in the region of 25-40% - to be made from local authority budgets. In year savings have been made and the extent of the savings required for the financial year 2011/12 will be outlined in October.

Two specific grants end at the latest on 31.3.11. These are:

- Extended services – Parenting Support Advisers (PSAs) are funded on a 3 year tapering basis from a 100% funding in year 1 to 50% funding in year 3. The roll out of PSAs has been on a phased basis. The final phase saw PSAs starting year 1 of funding around the beginning of 2010. In practice this means some PSA posts are in Year 1 of funding and some in year 3.
- Think Family – This includes funding for the Family Intervention Project (FIP), the Parenting Early Intervention Programme (PIEP) and Parenting Experts (called Parenting Specialists in Wiltshire.)

There is specific grant for Sure Start which includes funding for 30 Children's Centres. At the moment this grant is ring-fenced.

Other current central government initiatives which impact on families and parents include:

- Wiltshire is one of 9 Councils piloting Partners in Literacy, a two year pilot project which ends 31.3.11. Funding for a co-ordinator has been made available through the National Literacy Trust.
"The aim of the project is to support more families to promote literacy in the home by engaging a wide range of local partners and services. The project has a bias towards families for whom improved literacy can make the biggest difference – disadvantaged families and those with children aged birth to five." Extract from National Literacy Trust website.
- Total Place is an initiative that aims to encourage public sector transformation, leading to higher quality services at lower cost. In January 2010 a Total Place project was established in the Bemerton Heath area of Salisbury. The project is focusing on improving outcomes for vulnerable families and individuals.

3.2 Local Context

3.2.1 Vision

The Children and Young People's Plan (CYPP) sets out the high level strategic priorities of the Wiltshire Children's Trust. The Family and Parenting Support Commissioning Strategy must be consistent with these priorities.

The CYPP 2008-11 sets out the vision for children and young people in Wiltshire as follows:
“To improve outcomes for children and young people in Wiltshire and to promote and support resilient individuals, families and communities.”

The CYPP identifies 10 priorities. 9 priorities relate to family and parenting support as noted below:

- Improving achievement and narrowing the gap in attainment
- Including disabled children and young people
- Supporting mental well-being – overcoming emotional and behavioural problems
- Reducing the number of young people not in education, employment or training
- Obesity, healthy eating and exercise
- Promoting resilience
- Reducing substance misuse
- Tackling domestic abuse
- Improving sexual health

A new CYPP is being developed. The work taking place on the family and parenting support strategy will be integrated with any developments.

3.2.2 Values

A Parenting Strategy for Wiltshire was developed by a multi-agency group of stakeholders in 2006. The Parenting Strategy included parenting principles. The principles included in the Parenting Strategy still apply. These principles are:

“To make parenting count in Wiltshire for ALL parents and carers by:-

- Developing services that are flexible and organised according to the needs and perspectives of the children and families who use them.
- Ensuring that Parenting Education and support reflects children’s rights as set out in the UN Convention on the Rights of the Child (1989), ratified in the UK in December 1991.
- Acknowledging that those people in a parenting role have a unique knowledge and information about the children in their care.
- Ensuring that provision is underpinned by evidence based practice and outcomes.
- Making appropriate parenting support available to all those in a parenting role.”

In addition, in response to comments made during the consultation on the initial draft of the Family and Parenting Support Commissioning, the following principles have been added:

- Working in partnership.
- Having a focus on finding creative solutions.
- Taking a family based approach.
- Empowering parents and families.
- Making sure provision is accessible so that parents and families can access services when they need them.

3.3 Research on What Works

3.3.1 Evidence Included in DCSF publication on Early Intervention

Early Intervention: securing good outcomes for all children and young people published by DCSF March 2010 includes evidence from the Washington State Institute for Public Policy produced in 2008. It notes:

“...the most successful programmes tend to share some common characteristics:

- They target specific populations
- They are intensive
- They focus on behaviour
- They include both parents and children
- They stay faithful to the programme”

Evidence from the National Academy of Parenting Practitioners (NAPP) is also included. This identifies a list 8 parenting programmes for which there is currently a good evidence base:

These are:

- Incredible Years
- Parenting Positively
- Triple P
- Strengthening Families Strengthening Communities
- Family Links
- Mellow Parenting
- Strengthening Families Together (10-14)
- Families and Schools Together

The Early intervention publication can be found at the following web address:

<http://publications.dcsf.gov.uk/default.aspx?PageFunction=downloadoptions&PageMode=publications&ProductId=DCSF-00349-2010&>

3.3.3 Cost and Outcomes Research

In 2006 the Department for Children Schools and Families published Cost and Outcomes an overview of 13 research studies on children’s services which included an economic component attempting either to describe the way resources were used or to link the costs to the results achieved. The Department also published a series of leaflets for commissioners on how to use the research. The leaflet “Shifting to Earlier Intervention” notes the following:

“ The Home Start study and Therapeutic Family Support studies indicate that family support services which promote general well being are valued by families but it remains very hard to demonstrate their effectiveness. The overview report categorises these services as responsive. They respond to users felt needs. The research findings on responsive services can be summarised as follows:

- *Users like them*
- *They are relatively low cost*
- *There is no evidence of improving general outcomes in terms of well being although different users may derive particular benefits.*

In contrast results of the studies on more specialist services such as the Intensive Home Visiting service and the Adolescent Prevention service were more encouraging. These services are more focused in terms of their target group and what they are trying to achieve.”

Shifting to Earlier Intervention can be found at:

<http://www.dcsf.gov.uk/everychildmatters/resources-and-practice/IG00183/>

4. NEEDS ASSESSMENT

4.1 The Joint Strategic Needs Analysis

The Wiltshire Joint Strategic Needs Assessment (JSNA) provides information on the current and future health and wellbeing needs of people in Wiltshire. The current JSNA can be found at the following address - <http://wiltshirejsna.org/>

A specific needs analysis relating to children and young people is produced annually. The latest needs analysis can be found by following the link below and clicking on needs assessment in the right hand column.

http://www.wiltshirepathways.org/UploadedFiles/Needs_Assessment.doc

Information from the latest annual needs assessment has been used below.

4.2 Demographic Data

4.2.1 Number of Children and Young People

The 2001 census identified 108,430 children and young people aged 0-19 years in the area covered by Wiltshire Council. This was 25% of the total population and is a similar proportion to the number of children and young people in England (25%) and the South West Region (24%).

The table below shows the numbers and percentages of children by age band and based on the 2009 mid year estimates.

Numbers and percentages of children by local authority and age band

Wiltshire Population	Number	%age of population
Total population	457,480	
0-4	24,850	5.4
5-9	26,930	5.9
10-14	29,910	6.5
15-19	30,700	6.7
0-19	112,390	24.6

Source: Wiltshire Council Economic Research & Intelligence Unit- Draft RSS led projection incl. EIP (October 09)

4.2.2 Local Deprivation and Super Output Areas (SOAs)

England is divided into 32,482 SOAs. Each Super Output Area contains about 1,500 households. The data from each Super Output Area is gathered to compile the Index of Multiple Deprivation under a number of domains including income, employment, health deprivation and disability, education, skills and training, barriers to housing and services, crime and living environment. The scores for each domain are weighted to provide a combined score. This index was last compiled in 2007. The lowest 30% of Super Output Areas, e.g. those scoring 9744 or lower are considered to be at most need of targeted support. In Wiltshire there are 8 SOAs

- Chippenham, Westcroft/Queens
- Salisbury, Bemerton Heath and Salisbury Friary

- Calne Abberd
- Westbury, Ham
- Trowbridge, Studley, Longfield and Adcroft/Seymour

4.2.3 Child Poverty

Poverty has a huge impact on family life. In 2007 the 10 local Super Output Areas with the highest percentage of children in poverty were as follows:

- Trowbridge, John of Gaunt and Studley Green
- Salisbury, St Martin - central
- Salisbury, Bemerton – south and west
- Chippenham, Hill Rise – north west
- Trowbridge, Drynham and Lower Studley
- Trowbridge, Adcroft/Seymour
- Melksham, North – north east
- Chippenham, Queens - east
- Ludgershall - north

4.2.4 Households with Dependent Children

According to the 2001 census there were 52,826 households with dependent children in Wiltshire.

4.2.5 Black and Minority Ethnic Population

At 3.2% of the population, Wiltshire has a lower proportion of black and minority ethnic communities than the South West region as a whole (4.3%) and a considerably lower proportion than the national figures (England: 11.3%). However, the increase in the proportion of the population from minority ethnic groups in Wiltshire between 2001 and 2007 has been larger than that in England.

The table below presents the proportionate change in the ethnic minority groups in Wiltshire as compared to the South West and England.

Estimated population change (%) by ethnic group, 2001 to 2006

	Total population % change	White: British & Irish	White: Non British or Irish	Non-White
Wiltshire	+4%	+1%	+34%	+103%
South West	+4%	+1%	+50%	+90%
England	+3%	-1%	+27%	+26%

Source: ONS Crown Copyright Reserved [Office for National Statistics October 2008] Experimental statistics.

The precise number of people who have come to Wiltshire as economic migrants since 2001 is unknown, although as in other parts of the country, there has been a growth in people living in Wiltshire from Eastern Europe.

4.2.6 Lone Parent Households

The 2001 census identified 8,414 lone parent households with dependent children in Wiltshire. This rate is below the national average and similar to statistical neighbours.

Lone parent households as a percentage of all households

	Number	%
Wiltshire	8,414	4.76
Kennet	1,284	4.34
North Wiltshire	2,252	4.48
Salisbury	2,287	4.82
West Wiltshire	2,591	5.24
England		6.4

Statistical neighbours	%
Cambridgeshire	4.31
Dorset	4.38
Gloucestershire	5.10
Hampshire	4.95
Oxfordshire	4.71
Shropshire	4.70
Somerset	5.10
Suffolk	4.98
West Berkshire	4.47
Worcestershire	4.91

Source: 2001 census

4.2.7 Armed Forces

The armed forces have a significant presence, particularly in the south of the county. Currently there are around 30,000 military personnel. The development of the Salisbury Plain Super Garrison centred on Tidworth and change of use of RAF Lyneham will have significant socio-economic implications and will impact on local communities across the county.

4.3 Information on Needs

4.3.1 Child Protection Plans

During 2009/10 there was an increase in children subject to child protection plans. The proportion of new Child Protection Plans per 10,000 of the local population aged under 18 (26.6%) is slightly higher than statistical neighbour (24.2%) but remains lower than the national (30.1%) average. This is illustrated in the table below.

Financial year	2006/07	2007/08	2008/09	2009/10
Children who became the subject of a child protection plan per 10,000 aged under 18 (CD04)				
Wiltshire	16.6	14.0	16.4	26.6(provisional)
Statistical Neighbours	23.8	23.7	26.2	24.2
England	31.8	33.5	37.8	30.1

Source: Social care data

4.3.2 Children and young people in care

The following table provides a snapshot of the number of Children in Care in Wiltshire as at 31st March 2010.

Number of Children in Care in Wiltshire	
	Total
<5 years	75
5 to 16 years	208
>17 years	66
Total	349

Source: Wiltshire Council Performance Report March 2010 (provisional figures)

Wiltshire has a lower rate of children and young people in care when compared to other similar local authorities. This is illustrated in the table below:

Children in care per 10,000 population aged under 18					
Financial year	2005/06	2006/07	2007/08	2008/09	2009/10
Wiltshire	29.9	29.0	29.8	34.2	35.1 (provisional)
Comparator Areas	36.2	35.4	36	35.3	35.3 (provisional)
England	54.6	54.6	54.1	54.3	54.3 (provisional)

Source: Wiltshire Council Performance Report March 2010 (provisional figures)

4.3.3 Emotional health and Well Being

The Tellus survey administered by the (then) Department for Children Schools and Families included a question on young people's relationships with friends, parents and other adults. In 2009 in Wiltshire 58.8% of children and young people reported that they enjoyed good relationships with their family and friends as compared to the national average of 56% and statistical neighbour average of 55.6%.

4.3.4 Domestic Abuse

In 2004, an estimated 17,000 children lived with domestic abuse. Agencies in Wiltshire are working to increase reporting of domestic abuse. In 2008/09 in Wiltshire 3,398 incidents were reported to the police. In 2008/09 domestic abuse accounted for 22% of all violent crime in Wiltshire. Throughout 2007/08, Women's refuges in Wiltshire accommodated 147 women, and more than 150 children.

4.3.5 Attainment

- Attainment of 3 to 4 year olds in the Foundation Stage has steadily improved over recent years; results are several points above the national averages and consistently better in comparison to statistical neighbours. .
- Attainment of 7 year olds (Key Stage 1) has been static over recent years and is broadly in line with national averages though mainly poor in comparison to similar areas.
- Attainment of 11 year olds (Key stage 2) has improved slightly over recent years and is broadly in line with national averages.
- Attainment at age 16 (Key Stage 4) has improved over recent years and in 2009 the percentage who achieved 5 or more A*- C including English and Mathematics was 55.4% which was above the national average of 49.7% and the average of 53% for statistical neighbours.

4.3.6 Young People not in education, employment or training

The proportion of young people not in education, employment or training (NEET) is better than the national average but not as good as statistical neighbours. The 6.1% NEET figure for 2009/10 equates to 727 young people.

4.4 Feedback from Consultation

The stakeholder workshops and written responses to the consultation commented on the most important needs which the family and parenting support commissioning strategy should address. The following were highlighted:

- Promote a healthy parent child relationship
- Promote emotional well being and good mental health of parents and children
- Reduce domestic violence
- Reduce poverty and debt
- Reduce social isolation
- Work with parents to address their own past difficult experiences. In particular those parents who have not experienced “good” parenting themselves
- Work with families with multiple needs ie. number of different factors in one household
- Work with teenage parents
- Recognise the importance of literacy and the development of good home learning environments
- Provide support to children with additional needs who do not meet the threshold for a statutory assessment of special educational needs.
- Ensure parents and families know how to ensure children and young people are safeguarded and protected from harm
- Work with parents and families to prevent family breakdown
- Enable families to develop consistent boundaries for their children and to develop strategies to manage behaviour from an early age.
- Address the specific needs of:
 - Service families
 - Travellers
 - Teenage parents
 - Parents with learning disabilities
 - Parents with mental health problems
 - Parents who misuse substances
 - Parents who have English as a second/further language
 - Lone parents.
 - Parents with chronic ill health

Overall it is important to promote resilience of parents and families as some parents cope well despite having a range of needs which might impact on their parenting.

5 SERVICE REVIEW

5.1 Current Expenditure on Family and Parenting Support

Current expenditure on family and parenting support by Wiltshire Council as at 1.9.10 is included in the table below.

Budgets for 2011/12 have not been set as yet and the 2010/11 budgets noted in the table below will change following the announcement of the Comprehensive Spending Review, 2011/12 grant notifications and the implications of new legislation such as the Academies Bill.

As at 1st September 2010 the gross budget for family and parenting support was **£8,548,941**. The table below provides details on services, income from central Government and comments which include details of specific grants due to end on 31.3.11.

Gross budget for family and parenting support as at 1st September 2010

Service	Gross Budget as at 01/09/10	Income – Specific Grants from central govt.	Net Budget – Wiltshire Council	Comments
Family Learning	303,172	303,172	0	2009/10 grant allocation from Skills Funding agency includes <ul style="list-style-type: none"> • Wider Family Learning £53,870 • Impact Funding £82,650 • Family Literacy and Numeracy £166,652
Ask - Family Information Service	260,965	260,965	0	Funded through a mix of Dedicated Schools Grant (DSG) and Early Years Grant (EYG)
Ask SEN Information Service	86,289	0	86,289	Core budget. Service is being reviewed as part of Disability Service Review
Children's Centres Revenue Expenditure	4,512,239	4,512,239	0	100% grant funded from Sure Start Early Years & Child Care Grant. This is the current Annual Budget 2010/11. Children's Centres are being commissioned through a tendering process. New services will start 1 April 2011
Parenting Support Advisers	£859,527	859,527	0	This is an approximate figure for the 2010/11 salary cost of PSAs. Funding for PSAs is made up of extended services grant and contributions by schools. The balance of funding between the grant and funding by schools depends on where schools are in the 3 year funding agreement.
Ask Parenting Early Intervention Project (PEIP)	70,400	70,400		Think Family Grant funded. Contract Terminated as at 30 September 2010
Think Family Project Funding	205,045	205,045	0	Funding mix from Think Family Grant and Think Family Partners (Base Total £619,445 includes funding for PEIP, Parenting Experts and FIP, all identified separately) Grant ending March 2011
Ask - Parenting Experts and Parenting Service	100,000	100,000	0	Parenting Experts. Think Family Funded, Grant ending March 2011
	120,689	66,006	54,683	Parenting Wiltshire Service. Mix of Funding including YOS Partnership (£40,106), Community Safety in DCS (£25,900), and Social Care (£40,253) ends 31.3.11
Families In Focus – Youth Offending Service	100,253	0	100,253	Funded internally from Children's Trust Board
Family Intervention Project	244,000	244,000	0	Think Family funded. Grant ending March 2011
Family Support includes Crisis Intervention Service	1,141,407	0	1,141,407	Family Support includes funding for contact, parenting assessments and direct family support
Voluntary sector funding – other than funding from initiatives noted above	544,955		544,955	Appendix 5 contains a list of voluntary sector family and parenting support services currently funded. All contracts due to end on 31.3.11.
Total Revenue	8,548,941	6,621, 354	1,927,587	

* Income from specific grants from central Government

The Primary Care Trust also fund health visitors and school nurses who provide some family and parenting support.

5.2 Different Types of Parenting and Family Support

During the development of the commissioning strategy debate took place on finding a useful way of talking about and categorising family support services. Initial discussions indicated that dividing targeted support into lower and higher levels would be useful. There was debate on this during the consultation on the initial draft. The Parenting Commissioning Group has decided to retain the higher and lower level distinction as this has helped with categorising services and planning for the future as outlined in section 6. However, it is important to note that in practice it will be important to be flexible as families and parents will have different needs and different times.

The framework for describing family and parenting support services is noted below:

Universal Family and Parenting Support Services

- Available to all families and parents
- Parents and families do not require any additional support

Every parent occasionally has some concerns or worries about their role and/or their child. Universal services would be expected to deal with these everyday concerns and worries. For example supporting all parents and families to develop strategies for managing a child's behaviour

Targeted Family and Parenting Support Services – divided into a lower and higher levels

Lower level targeted support

- Parents have 1 or 2 concerns or problems which will be addressed by some specific focused and short term support.

Higher level targeted support

- Access via the Common Assessment Framework (CAF) with a need for a Lead Professional to co-ordinate work taking place
- Families and parents have complex and multiple needs which will require long-term support.
- The level of support required might change eg. sometimes needing lighter touch support, sometimes more intensive support.
- There are concerns that parenting is not good enough – ie.very close to social care “children in need” threshold or
- Social care might have successfully worked with the child and family and parents now need support to sustain the changes made.

Specialist Family and Parenting Support Services

- Parents need support so that they can adequately safeguard their child/children
- In particular parents might need support to change their parenting so that a child/ children in care can return home.
- Parents might need specific support on how to manage behaviour so that their child/children can remain at home.

5.3 Mapping Services

Some detailed service mapping has taken place. The mapping included the following:

- Who provides the service and how the service is procured
- Funding and where possible costs
- Service quantity and activity levels where known
- Service performance including information on quality and outcomes

Appendix 6 outlines the initial analysis of the services mapped according to the family and parenting support service framework outlined in section 5.2 above. Further work is taking place on finalising the details for some services including confirming the type and level of service provided.

Initial analysis undertaken by the Parenting Commissioning Group indicates that there is lack of clarity on whether some services are working at higher level 2 or level 3. Also, there appear to be a number of services operating at these levels and there is the potential for overlap and duplication. This analysis has informed the commissioning intentions outlined in section 6 below.

6. SHAPING FUTURE SERVICES

6.1 Key Issues and Gaps

There are a number of issues and gaps which need to be considered when developing commissioning intentions for future family and parenting support services. Issues highlighted during the consultation included:

- Targeted services – both lower and higher level - have traditionally received short term funding.
- A number of specific grants are ending on 31.3.11 and this is further complicated by significant reductions expected to Council budgets. This includes Extended Services and Think Family funding.
- There appears to be the potential for overlap and duplication between some services.
- Some services are not available in all areas of Wiltshire .
- Some services do not undertake CAFs.
- Accessible information is not always available.
- Access to provision when families are in crisis is sometimes difficult.
- There appears to be a gap in services for parents and families of 5 to 8 year olds
- There is a gap in the availability of services for parents of children and young people with learning difficulties and disabilities just below the threshold for a statutory assessment of Special Educational Needs.
- There are a high number of service families living in Wiltshire. These families may have specific and particular needs.

6.2 Identifying Outcomes

It is important that the Family and Parenting Support commissioning strategy focuses on improving outcomes for children and young people.

During the consultation stakeholders were asked to identify outcome indicators. Further work will be undertaken to finalise the set of indicators and to identify baseline data on trends and comparisons with similar authorities where available. At this stage the outcomes indicators being considered are as follows:

- Reduce number of children with child protection plans
- Reduce number of children in care especially under Section 20 (with parents consent)
- Reduce referrals to social care
- Increase percentage GCSE 5 A*-C including English and Maths
- Improve attendance at schools
- Reduce exclusions from school
- Reduce number and percentage not in education, employment or training
- Increase number of Common Assessments
- Reduce tooth decay in children
- Increase numbers of mothers breast feeding
- Reduce childhood obesity
- Increase uptake of children and young people in physical exercise and activity
- Reduce numbers of young people who smoke

- Reduce alcohol and drugs misuse of young people
- Reduce number of children and young people offending or committing anti-social behaviour
- Reduce requests for Statutory SEN Assessments.
- Improve resilience and strength of parenting (based on a before and after questionnaire)
- Increase in individual children and young people’s resilience (based on a before and after questionnaire)

6.3 Family and Parenting Support Commissioning Principles

The following commissioning principles will underpin commissioning intentions and decisions:

- Access to service should be based on need rather than where families and parents live.
- There should be better co-ordination between services so that everyone is clear who is doing what and parents and families can be signposted to services easily.
- All services will support families through key age related transition points including preparation and picking things up if there are initial problems and putting things right quickly if things go off track.
- All family and parenting support services should be empowering – supporting people to do things for themselves and assisting to make changes sustainable.
- All services need to “think family”.
- All family and parenting support services must be cost effective.

6.4 Commissioning Intentions

6.4.1 Focusing the Commissioning Intentions

When developing commissioning intentions the Parenting Commissioning Group recognised the following:

- Resources are scarce and it is important to minimise overlaps and duplication between services
- As financial pressures and the need for service increase it is imperative to make the most of services which are low cost and have high value in terms of achieving good outcomes.
- It is important to get the right mix of services including making sure enough is invested in services which intervene early. This will ensure better outcomes and will be more cost effective through reducing the need for high cost interventions and services.

6.4.2 Linking Commissioning Intentions with Levels of Need

Section 4.2.4 noted that according to the 2001 census there were 52,826 households with dependent children in Wiltshire.

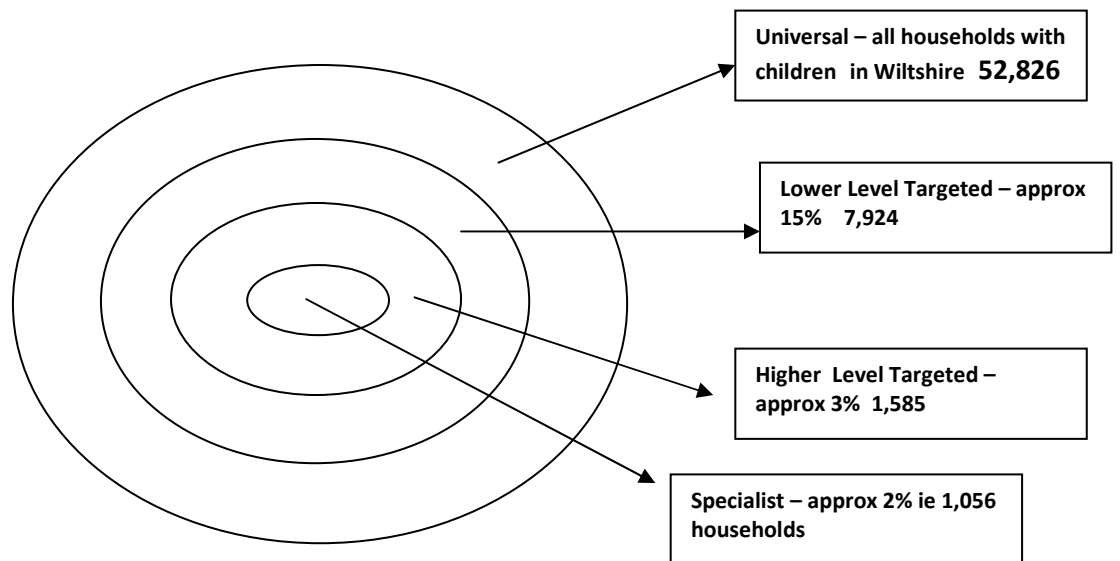
Section 5.2 identified different types of parenting and family support distinguishing between:

- Universal Family and Parenting Support Services
- Lower Level Targeted Family and Parenting Support Services for families who need some short term support
- Higher Level Targeted Family and Parenting Support Services for families with more complex longer term needs.
- Specialist Family and Parenting Support Services provided if children and young people from these families meet social care thresholds for an assessment

The diagram below provides an initial estimate of the number of families which might require the different levels of support. Further work is required on these estimates and on what this means in practice.

The diagram notes the following:

- All households ie. 52,826 should be able to access universal services.
- Approximately 10,565 households or 20% might at some point require some additional support.
- Of this 20% - 15% or 7,924 households might require short-term support
- A further 3% or 1,585 households might require long term support - although the children living in these households will not meet social care thresholds for "children in need"
- A further 2% or 1,056 households will include children who meet social care thresholds and parents will require specialist support.



6.4.3 Linking Commissioning Intentions with Financial Resources

The table in section 5.1 above sets out the budget for family and parenting support services as at 1st September 2010. The table also notes the specific grants from central Government which are due to end on 31.3.11.

Section 5.3 refers to the service mapping which has taken place and to Appendix 6 which outlines the initial analysis of the services mapped according to the family and parenting support service framework which divides services into – universal, lower level targeted, higher level targeted and specialist.

The table below brings this information together and outlines budgets according to the different types of family and parenting support. It is important to note the following:

- The budget for lower level targeted services reflects the current level of spend on Children’s Centres and Parenting Support Advisers. This expenditure is focused on early intervention.
- The budget for higher level targeted services will reduce significantly from 31.3.11 due to the ending of some specific central Government grants.
- The Parenting Commissioning Group consider that it is essential to maintain and if possible increase the budget for higher level targeted services. This is also part of the focus on early intervention. Without these types of services more parents and families will require specialist services.
- Available evidence indicates that children and young people will achieve better outcomes if issues and problems are addressed at an early stage.

	Universal*	Lower Level Targeted	Higher Level Targeted	Specialist	Total
Total Current Budgets for Family and Parenting Support Services as at 1 st September 2010	650,426	£5,721,229	631,111	1,546,175	£8,548,941
Total excluding grants which end 31.3.11 but not including any % budget reductions to apply from 1.4.11	650,426	£5,650,829	326,066	1,302,175	£7,929,496

***Does not include health service expenditure**

6.4.5 Commissioning Intentions for Universal Services

Commissioning Priorities

- Ensuring universal services get better at picking up on early warning signs and dealing with these. The Parenting Commissioning Group will develop plans on how to take this work forward.
- Ensuring there is a solid information base with excellent signposting.

Family Information Services 2011/12

- It is proposed that the current contract for the Family Information Service continues until 31.3.12.
- The SENSS contract for providing information for parents with children with special educational needs will also continue to 31.3.12.
- Current - 2010/11 - funding for these services totals £347,254.
- This funding will be reduced for the financial year 2011/12. Budget for 2011/12 to be agreed by end 2010.

Re-commissioning and Improving Family Information Services from April 2012

During 2011/12 the Parenting Commissioning Group will co-ordinate a review of information available to parents in order to ensure that all parents can access excellent information on the family and parenting support available to them in Wiltshire.

The review will involve parents and all agencies and will lead to improved co-ordination and better signposting of parents to appropriate services. The review will inform future commissioning of family information services from April 2012.

6.4.6 Commissioning Intentions for Lower Level Targeted Support

Commissioning Priorities

The Coalition Government has indicated that Children's Centres should become more targeted and that Health Visitors will have a major role. Although Children's Centres will work with parents and families who require long term support it is envisaged that the core business of Children's Centres will be on early intervention. This will involve providing

targeted support in the short term to deal with issues and problems reducing the need for higher cost interventions.

As noted above a significant level of resource is being invested in early intervention through the Children's Centre. The annual revenue budget as at 1st September 2010 is £4,512,239. Until March 2011 this is a ring fenced Government grant. Beyond that date, the grant and the government requirements for the scope of the service are unknown. The sum indicated above for the contract payments supports the whole core offer, not just parenting support work.

Parenting Support Advisors are also an important early intervention service. Parenting Support Advisors are employed by a network of schools and in future it will be important to work with schools to assist them to shape the Parenting Support Advisor role.

Bearing the above points in mind the commissioning intentions for lower level targeted family and parenting support services are as follows:

- During 2011/12 to consider the following:
 - More flexible use of children's centre buildings that are open 8am to 6pm throughout the year. The present requirement is for a service for children 0-5 years and their parents. The environment, furniture and equipment inside and outside are therefore designed for young children. However there is scope to make better use of the buildings particularly during school holiday periods and work with family units, including work with older siblings to ensure continuity of support through the holidays
 - Ensuring there is sufficient focus in Children's Centres on developing parents as peer mentors who can work with and support other parents.
 - Ensuring there is sufficient family outreach from Children's Centres
- To ensure active engagement with schools in the implementation of the Family and Parenting Support Strategy
- As there are significant resources invested in lower level 2 services through the Children's Centres to de-commission a number of voluntary sector services currently providing lower level 2 services. In practice this will mean a number of contracts which end on 31.3.11 will not be renewed. After a proportion of this funding has been used as part of budget savings the remaining funding will be shifted to a higher level 2 service.

6.4.7 Commissioning Intentions for Higher Level 2 Targeted

Higher level targeted services will work with families and parents who have long term complex and multiple needs. Access to Higher Level 2 services will be via a Common Assessment.

The initial analysis of the mapping services exercise (see section 5.3 above) indicates there are a number of services providing higher level 2 targeted services or more specialist level 3 services. There is a potential for overlap, duplication and lack of co-ordination. For example, it is likely that different services are working with the same families. The service mapping also demonstrated that there was not equity of access across Wiltshire.

It is recommended that a specification is developed for a family and parenting support service which focuses on providing support to parents and families who have complex and multiple needs and who require long term support. This specification will include providing:

- Intensive support when problems are particularly pressing
- Family group conferences or similar which bring families together and assist with finding solutions
- Building based and outreach support

A number of existing services currently provided higher level 2 and level 3 services would be affected by this re-commissioning. (See Appendix 6)

In order to allow sufficient time for the procurement process it is recommended that a number of contracts with agencies currently providing higher level 2 or level 3 services are extended once they end on 31.3.11 for 6 months to 31.9.11.

6.4.8 Commissioning Intentions for Specialist Family and Parenting Support

Currently specialist family and parenting support is provided by the social care Family Support Service.

Discussions are taking place on the future of and learning from services funded from the Think Family Grant. This includes learning for the Family Recovery Project (FRP) Model. This approach has been successful in Westminster and there are indications that the Coalition Government is keen on promoting and developing this model. A briefing note is provided at Appendix 7.

Commissioning intentions are as follows:

- To ensure there is close alignment between the social care specialist Family Support Service and the higher level 2 service.
- During 2011.12 to disaggregate activity and finance information according to the 4 different aspects of the social care Family Support Service. The service currently provides the following:
 - Direct support and work with families.
 - A contact service which supports children who are looked after to keep in touch with birth families.
 - A crisis service which focuses on preventing children and young people from coming into care or – if this should happen – to assist with a speedy return home if this is appropriate.
 - A specialist assessment service which undertakes parenting assessments as instructed by the Courts.

7 PROCUREMENT PLANS

7.1 Outline Procurement Timetable for new Family and Parenting Support Service.

The outline time table for the new family and parenting support service described in section 6.4.7 is set out below.

ACTIVITY	TIMESCALE	ACTION SUMMARY
Procurement planning and advertising	1 st December 2010 to 31 st January 2011	Developing tender documents including the specification, assessing and managing the market
	1 st February 2011	Issue Advert
	15 th February 2011	Closing date for Expressions of Interest (minimum 14 calendar days due to extensive stakeholder engagement)
Issue Pre-Qualification Questionnaire	16 th February 2011	Issue PQQ pack including draft specification
	9 th March 2011	Receive completed PQQ
	10 th March to 24 th March 2011	Evaluate PQQ responses and prepare shortlist
	28 th March 2011	Inform organisations of PQQ outcome (final shortlist to tender)
Invitation to Tender	29 th March 2011	Issue formal tender packs
	12 th April 2011	Bidders Event – Commissioner presentation and Q&A session
	26 th April 2011	Deadline for questions submitted in writing by post / e-mail
	3 rd May 2011	Final responses to questions circulated to all tenderers
	18 th May 2011	Closing date for submission of tenders – tender opening 19 th May 2011
	20 th May to 2 nd June 2011	Evaluation of bids
	6 th June 2011	Results of evaluation finalised
Contract Award	7 th June 2011	Notify winning tenderer and unsuccessful tenderers – start of standstill period – preparation of final contract documentation for signature.
	21 st June 2011	End of standstill period
	By 30 th June 2011	Exchange of contract documents
	1 st July 2011 through 30 th September 2011	Transition period into new service, mobilisation and implementation meetings
	1 st October 2011	Service commencement

7.2 Monitoring family and parenting support services

At the 28th April stakeholder workshop a performance indicator framework was introduced. The framework uses 3 indicator categories outlined in the Outcomes Based Accountability approach developed by Mark Friedman:

- How much do you do?
- How well do you do it?
- Is anyone better off?

A fourth category was also introduced:

- Is it cost effective?

This framework will be used for developing indicators for monitoring family and parenting support services in the future.

8. INITIAL ACTIONS

1	To ensure any future CYPP and this Family and Parenting Support Commissioning Strategy are linked.
2	To identify any other strategies and plans which need to link to the Family and Parenting Support Commissioning Strategy and make sure links are made and maintained.
3	A separate report will be available by the end of October 2010 detailing consultation feedback and action taken in response.
4	To further develop the evidence base which will inform the procurement of family and parenting support services. This will include considering the research studies and evidence noted in consultation responses and included at Appendix 4 and the work undertaken by the Centre for Excellence and Outcomes (C4EO) on services for families and parents and on early intervention.
5	To update information on needs with 2010 data.
6	To identify the 2011/12 expenditure available for family and parenting support services.
7	To complete the mapping exercise on family and parenting support services and the analysis of services according to the family and parenting support service framework.
8	To finalise the set of indicators which will be used to monitor the impact of the family and parenting support commissioning strategy and where possible to identify baseline data on trends and comparisons with similar authorities. This work to include taking into account the priority needs identified in section 4.4
9	To undertake further work on the need and anticipated demand for different types and levels of family and parenting support services.
10	The Parenting Commissioning Group intend to involve parents fully in the implementation of the Family and Parenting Support Strategy. This will include involving parents in the development of service specifications, in the process of selecting providers and in monitoring the implementation of the strategy and the delivery of services.

Appendix 1**Membership of the Parenting Commissioning Group**

Name	Service/Agency
Julia Cramp	Service Director Commissioning & Performance
Cllr Alan Macrae	
Maurice Clay	Voluntary Sector Forum
Ali Perry	Voluntary Sector Forum
Marie Peacock	Parent Representative
Rebecca Barson	Social Care
Gill Hanlan	Early Years
Lauraine Jones	Targeted Services
Mary O'Malley	Extended Services
Val Scrase	NHS Wiltshire

Support provided by:

Name	Service/Agency
Jane Shuttleworth	Interim Head of Commissioning and Planning
Amanda Bennett	Commissioning and Planning
Greg Lewis	Procurement and Contracts

Appendix 2 Summary of Key Consultation Questions

Consultation Question 1: *Does section 2.2 define family and parenting support. Do you have any comments, additions or changes to the definition provided?*

Consultation Question 2 – *Should the values outlined in section 3.2.2 underpin the family and support commissioning strategy particularly in view of the Government’s commitment to early intervention and a focus on the neediest families?*

Consultation Question 3 – *Section 3.3 highlights some key research findings on family and parenting support services, Do you know of other findings from research which need to be considered when developing the commissioning strategy?.*

Consultation Question 4 – *What are the most important needs which the family and parenting support must address?*

Consultation question 5 – *Does section 5.2 explain the different levels of family and parenting support? Do you think it is helpful to make a distinction between lower and higher level 2 services?*

Consultation Question 6: *Section 5.1 outlines the services being included in the financial and service mapping exercise. Have any services been missed? Do you have any other comments on the financial and service mapping?*

Consultation Question 7 *Do you agree with the issues and gaps highlighted in section 6.1? Are there any other gaps or issues which need to be considered?*

Consultation Question 8: *Should the family and parenting support strategy focus on improving the outcomes noted in section 6.2? Do you have any comments on these outcomes? Would you like to add any additional or alternative outcomes?*

Consultation Question 9 *Section 6.4 outlines commissioning priorities for focusing and accessing services. It also includes some factors which need to underpin the overall approach to commissioning family and parenting support services. Do you have any comments/amendments or additions? What are your top 3 commissioning priorities for family and parenting support services?*

Consultation Question 10 *Do you think the 4 indicator categories suggested in section 7.2 should be used for developing indicators for family and parenting support services? Do you have additional or alternative suggestions?*

Appendix 3

List of those involved in the Consultation Process

1. Written Responses were Received from

ASK
 Children and Families Voluntary Sector Forum
 Home Start Kennet
 Social Care
 SEN Service Managers
 Extended Services
 Sally Johnson, Public Health Manager, NHS Wiltshire
 Chris Marshall and Judy Edwards, Extended Services

2. Attendance at Consultation events

3 consultation events took place. In total 52 people took part

	Name	Organisation	April	June	July
1	Judith Wright	PSA Project Manager			Y
2	Cat Payne	Families Plus			Y
3	Maurice Clay	ASK	Y	Y	Y
4	Pippa McVeigh	Wilts Council			Y
5	Alison Shires	Wilts Council Early Years			Y
6	Elaine Stewart	Wilts Council Early Years			Y
7	Lucy Kitchener	Partners in Literacy			Y
8	Alan MacRae	Wilts Council			Y
9	Eleanor Stirling	Wilts Council / NHS Wilts		Y	Y
10	Martie Stanwell	Action for Children			Y
11	Lizzy Martch-Harry	Extended Services			Y
12	Amanda Bennett	Wilts Council Parenting		Y	Y
13	Bel Crompton	Home Start Kennet		Y	Y
14	Greg Lewis	Wilts Council Contracts	Y	Y	Y
15	Sadie Hall	Action for Children		Y	Y
16	Kevin Rogers	NSPCC			Y
17	Mike Smart	Army Welfare Service		Y	Y
18	Sam Jennings-Bramly	Extended Schools West Salisbury & Amesbury/Durrington Clusters			Y
19	Rebecca Barson	Wiltshire Council, Social Care		Y	
20	Sharon Skelly	NSPCC		Y	
21	Stephanie Davis	Wiltshire Council, Extended Services		Y	
22	Emma Harrold	Wiltshire Council, Community Safety		Y	
23	Hayley Mortimer	Wiltshire Council, Community Safety		Y	
24	Mary O'Malley	Wiltshire Council, Extended Services		Y	
25	Gill Hanlan	Wiltshire Council, Early Years	Y	Y	
26	Sara Holden	Home Start Kennet	Y	Y	

27	Emma Gulliver	Action on Addiction – Families Plus		Y	
28	Andy Meads	Wiltshire County Council, Social Care, Family Support	Y	Y	
29	Tim Carter	Barnados	Y	Y	
30	Jane Wheeler	Scrapstore		Y	
31	Dennis Cannon	Scrapstore		Y	
32	Val Scrase	NHS Wiltshire - WCHS		Y	
33	Pam Walden Woods	Relate mid Wiltshire	Y	Y	
34	Glenys Armstrong	Family Mediation		Y	
35	Sarah Thomas	Think Family	Y	Y	
36	Chris Moore	Wiltshire Council, Libraries & Partners in Literacy		Y	
37	Kim Law	Ask	Y	Y	
38	Wendy Hall	Family Mediation	Y		
39	Janet Jonik	Learning Curve	Y		
40	Amanda Foyster	Relate Mid-Wiltshire	Y		
41	Debbie Wickham	Stepping Stones	Y		
42	Ann Knight	Area Public Health Manager, Wiltshire Community Health Services	Y		
43	Bronwen Dutnall	Team Leader, Wiltshire Community Health Services	Y		
44	Lauraine Jones	Young Person's Crime and Substance Misuse Project Manager	Y		
45	Vanessa Brown	Families on Focus and Family intervention Project Manager	Y		
46	Sue Nield	Early Years	Y		
47	Nita Giles	Healthy Minds	Y		
48	Heather Whitmore	Action on Addiction	Y		
49	Maureen Breeze	Extended Services	Y		
50	Jacqui Radford	Extended Services	Y		
51	Janice Botterill	Extended Services	Y		
52	Marcia Johnson	Home Start Kennet	Y		

Appendix 4

Responses to consultation question on research evidence available on family and parenting support

Comment	Action Taken
<p>We cannot offer research but we can offer our own findings which are supported anecdotally by other parenting practitioners.</p>	
<p>Most of the programmes offered on the toolkit are not British-developed programmes: they are not based on our culture, they are heavily manual-based, and their evidence-base is not necessarily applicable to our clients. Research (American!) shows that fidelity of delivery is vital (see bullet point 5) but at last year's ask Parenting Conference every contributor stated that they skipped bits, added in bits from other programmes etc, so it isn't happening in practice. We prefer flexibility to ensure that the parent has the greatest opportunity to move forward when they are ready to, not simply because a manual tells them they should. (ASK)</p>	
<p>We feel the list is too restrictive and doesn't take account of the differing needs of the various target groups. (ASK)</p>	
<p>Please see attached two documents: "Family Reading Matters rationale" and "Literacy Changes Lives Chris M summary". The first demonstrates the importance of the family and home learning environment on the achievement of children, whilst the second – perhaps more pertinently – shows how literacy impacts on the lives of adults (including parents). It is the latter document which, I believe, shows how working on home learning environments with families is very much supporting parenting and families.</p> <p>The first document was produced by the National Literacy Trust in 2008, the second was summarised by Chris Moore for Wiltshire Council in 2009 from research carried out by the National Literacy Trust in 2008. (Libraries and Partners in Literacy)</p>	
<ul style="list-style-type: none"> • Solution focused practice models • Outcomes of children received into care • What works in family support (Barnardo's) • DOH Framework for assessment 2000 • DOH working with parents with learning disabilities practice quota 2007 • Parenting assessment Manual Cornwall model 2007 • Parenting in Poor Environments - Stress, Support and Coping, (Ghate and Hazel, 2002) • Studies in the Assessment of Parenting, (Reder, Duncan and Lucey, 2003) • Supporting Parents, Messages from Research, (Quinton, 2004) • Preventing breakdown, A manual for those working with families and individuals within them, (Hamer, 2005) • A New Agenda for Family Support - Providing Services that Create Social Capital, (O'Doherty, 2007) • A Good Childhood - searching for Values in a Competitive Age (Layard and Dunn, 2009) • Children, Families and Social Exclusion - New approaches to prevention (Morris, Barnes and Mason, 2009) • A Handbook of Children and Young People's Participation - perspective from 	

<p>theory and practice (Percy-Smith and Thomas, 2010) (Social Care)</p>	
<p>Evidence from our Wiltshire delivery of Triple P by PSAs shows that by providing parents with a toolkit of strategies, mentoring and modelling, empowers them to make the necessary changes at home. We are offering our courses universally to parents whose children meet the Levels 1 & 2 criteria, with some careful screening and prioritisation of the most needy parents. Our evidence shows that this promotes equality within the community; acts as a positive mentoring arrangement as parents are “buddied” during the course. These buddying relationships are extending beyond the courses.</p> <p>The Triple P Courses are being underpinned by the wider support of PSAs who work within the local community and are therefore in a unique position to build practical and professional relationships with parents. Trowbridge, Chippenham and other clusters will provide all parents who successfully complete the course, with “Triple P drop-ins”. These will be initially facilitated by PSAs and provide trouble-shooting advice, motivational support. However, long-term they will become parent-led, further encouraging community cohesion.</p> <p>There is also evidence from PSA 1:1 support that echoes the same themes of PARENT FOCUSSED, CHILD CENTRED. PSA enables and empowers the parent.</p> <p>Not all about focussing on child behaviour. Impact studies of individual cases demonstrate that our PSAs are proactive in:</p> <ul style="list-style-type: none"> • Enabling parents to get CAFs completed for their children • Supporting parents to improve the home environment and reduce stresses re: housing, debt, domestic violence • Engaging with Adult Services, including charities and voluntary organisations for adults as well as children • Signposting and proactively referring on to other agencies, including adult services <p>(Extended Services)</p>	
<ul style="list-style-type: none"> • Befriending as an intervention for chronic depression among women in an inner city – random controlled trial – Tirril Harris, George W Brown, Ruth Robinson Journal of Psychiatry 174 219-224 • Moving parents and children together (MPACT) – Parental substance misuse intervention whole family approach • TDA PSAs – www.tda.gov.uk Impact and Practice and national research into PSAs • Local PSA monitoring and impact data – contact extended services team. • The longer term outcomes of in-court conciliation – Ministry of Justice – www.justice.gov.uk/publications/research211107.htm <p>(June Consultation Event)</p>	

Appendix 5

Voluntary Sector Organisations Receiving Funding

This Appendix links to the table noted in section 5.1 which notes expenditure of £544,955 on services purchased from the voluntary sector from the Children and Education base budget ie. these services are NOT funded from specific grants or from contributions from other agencies. All contracts due to end on 31.3.11

Organisation and Contract Reference Number	Service Title	2010/11 Amount
Home Start Kennet (11)	Home Start	49,031
Home Start South Wiltshire (33)	Home Start	23,325
Open Blue Trust (89)	Mobile Community Centre	10,284
Scrapstore and Wiltshire Play Resource Centre (91)	Scrapstore	64,817
Scrapstore and Wiltshire Play Resource Centre	Outreach services to rural communities	131,606
Barnados (7)	Tapestry	73,572
NSPCC (9)	Calne Family Centre	32,280
NSPCC (10)	Ashdown Family Centre	45,754
Action for Children (12)	Wessex Children's Services	53,771
Barnados (2)	Family Group Conferences	60,515
Total		544,955

Appendix 6 Initial Analysis of Service Mapping

Universal		Targeted Low Level		Targeted Higher Level		Specialist	
Service	Current Budget	Service	Current Budget	Service	Current Budget	Service	Current Budget
ASK Family Information Service	260,965	Children's Centres (Also £1,216,865 capital)	4,512,239 (revenue)	Think Family Project Funding	205,045	Barnados Family Group Conferences	60,515
Ask SEN information service	86,289	Parenting Support Advisers	859,527	Barnados Tapestry	73,572	Family Support includes Crisis Intervention Service	1,141,407
School Nurses	To be confirmed	Scrapstore and Wiltshire Play Resource Centre Outreach	131,606	NSPCC Calne Family Centre	32,280	Families In Focus	100,253
Health Visitors (although moving to more targeted response)	To be confirmed	Scrapstore and Wiltshire Play Resource Centre	64,817	NSPCC Ashdown Family Centre	45,754	Family Intervention Project	244,000
Family Learning	303,172	Home Start Kennet	49,031	Action for Children Wessex Children's Services	53,771		0
		Home Start South Wiltshire (33)	23,325	Ask (35) Parenting Wiltshire and Parenting Experts	220,689		0
	0	Ask - Parenting Early Intervention Programme – ended September 2010	70,400		0		0
		Open Blue Trust (89)	10,284		0		0
Total – Current Budgets	£650,426		£5,721,229		£631,111		£1,546,175
Total excluding grants which end 31.3.11 but not including any % budget reductions to apply from 1.4.11	£650,426		£5,650,829		£326,066		£1,302,175

Appendix 7

Briefing Note on Westminster Family Recovery Project

FRP work with families who have a history of non-engagement with services, or where, even with multi-agency support, positive change has been limited or not sustained...

FRP persistently support and intervene with families who are at risk of losing their children, home and/or liberty...

FRP work to improve the experience of both the family and the communities in which they live FRP work in a targeted and phased way to support a family's capacity for change and to embed and sustain changes within the family...

For the family what is often a jumble of different agencies they now see a simplified and co-ordinated network working to one Care Plan

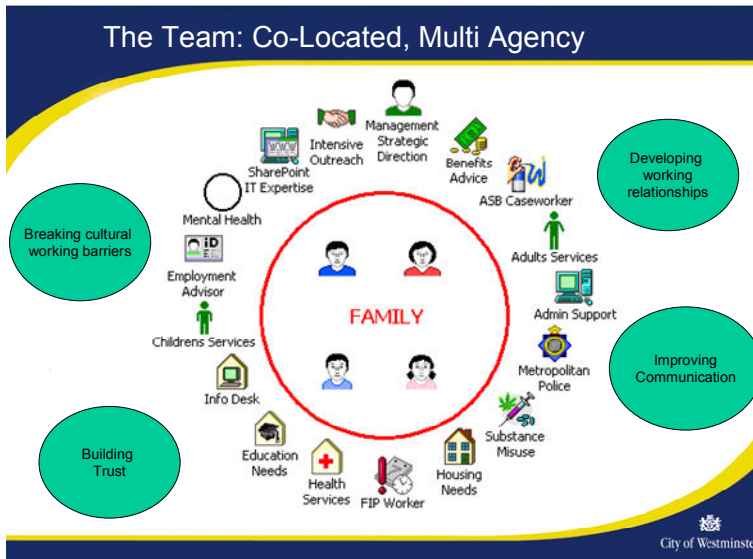
- 105 families so far. Clear evidence of: improved resilience, family functioning and specifically reduced anti- social behaviour, better education attendance, and increased recognition of physical and mental health needs and appropriate interventions.
- An over-riding objective for the Council was to measure the cost 'avoidance' of this new way of working, to understand how much this intensive type of work would cost and how could this preventative work help avoid future costs to Westminster, its partners and public purse. It is early days but in terms of cost avoidance now £3 for every £1 spent.

The FRP is a co-located multi agency team staffed by secondees and directly employed staff. The pilot found that experienced unqualified staff met the needs of the service/families thus were able to reduce the number of qualified social workers in the team.

"The Information Desk" is key The information desk draws information (written reports, figures, assessments) from a number of sources through either direct access or contacts within partner agencies, providing a rounded view of the family unique to FRP.

Staff on the Information Desk produce an Intelligence Report which provides an accurate and up to date summary of all relevant family information, highlighting presenting issues or risks, flagging any intelligence gaps. This is used to inform the Team Around the Family meeting and the Care Plan.

The Team around the families (TAF) approach ensured that all agencies were clear and accountable about their roles and outcomes expected.



Two lead professionals are assigned to the family – one for the children one for the adult/s

Wiltshire Council

Cabinet

16 November 2010

Subject: Performance Update

**Cabinet member: Councillor Fleur de Rhe Philippe
Finance, Performance and Risk**

Key Decision: No

Executive Summary

This report provides an update on performance for the Council's Corporate Plan. It also provides top line summary information on the Council's work with our partners in the Local Agreement for Wiltshire, and additional information may be found on the Website.

This report provides summaries of:

- Progress against the Corporate Plan for the period April to September 2010.
- High level progress against our ambitions in the Local Agreement for Wiltshire.
- An update on government announcements regarding the National Indicator set and Local Area Agreements.
- An update on grants awarded under the Performance Reward Grant (PRG) scheme for area boards.

Progress reports are made quarterly – in September (for quarter ending June), November (for 6 months to September), February (for 9 months to December) and June (for year end).

Proposal

Cabinet is asked to note progress for the second quarter of 2010/11.

Reason for Proposal

To keep Cabinet informed about progress and to provide an update on the PRG Scheme for Area Boards.

**Sharon Britton,
Service Director, Performance**

Wiltshire Council

Cabinet

16 November 2010

Subject: Performance Update

Cabinet member: Councillor Fleur de Rhe Philippe
Finance, Performance and Risk

Key Decision: No

Purpose of Report

1. This report focuses on the Council's corporate plan. It also provides top line summary information on the Council's work with our partners in the Local Agreement for Wiltshire, and additional information on that is available on the website.
2. Information about grants awarded under the Performance Reward Grant (PRG) scheme for Area Boards is shown at Annex 3.

Background

3. Wiltshire Council's new Corporate Plan was approved in May 2010 and includes actions, performance indicators and targets against the nine priorities we have set out to achieve. A summary of progress against these can be seen from paragraph 10 to paragraph 18 of this report.
4. A three year **Local Agreement for Wiltshire (LAW)** was agreed with partners in 2008/09, and includes the targets agreed with government in the Local Area Agreement (LAA) targets with government. A top line summary of the main highlights and issues regarding our progress against the LAW is given in this report at paragraph 19, and a more detailed report about the progress against indicators and each Ambition in the LAW can be found on the website by following the link below:
[LAA and LAW detailed documents](#)
5. The coalition government has recently ended its interest in Local Area Agreement targets and the implications of this are outlined in the section below 'Main Considerations for the Council'.
6. In this report we provide updated information on the use of the **Performance Reward Grant (PRG) scheme for Area Boards**. The Grant was earned with partners from our Local Public Service Agreement, and £2.8m has been made available over 2 to 3 years for bids from Area Boards. This is for local initiatives that contribute to the LAW ambitions or combat the recession. Decisions on whether to award grants are made by a Panel from the Wiltshire Public Service Board. The scheme has been in place since September 2009 and information on the scheme and the decisions taken may be found on the website.

[Performance Reward Grant Scheme](#)

A summary of grants approved under this scheme is shown at Annex 3.

Main Considerations for the Council

7. On 14th October the government announced a number of changes affecting Local Area Agreements (LAAs), performance reward grant, and the national indicator set:
 - From April 2011 the government will not require local authorities to prepare new LAAs once current agreements expire, and it has ended its interest in existing LAA targets. This means that Wiltshire is no longer held to the 28 targets in its LAA with government. It is now up to local partners to agree whether to continue with the targets in the LAA.
 - No payments will be made for performance reward grant (PRG) for the current LAA targets.
 - From April 2011 the national indicator set will be replaced with a single comprehensive list of data required from local government. The government intends to make the data requirements placed on local government transparent and to review and reduce the number of indicators required.

For 2011 we will still need to collect much of the data that was used to calculate the indicators in the National Indicator Set as individual government departments will continue to use data from these submissions.

In light of these changes, the Performance Team is currently consulting, both within the Council and with our partners, about the preferred approach to the LAA targets. Proposals will be brought to Cabinet once this is complete.

8. There are 28 National Indicators in our LAA and seven of these are also included in the current Corporate Plan. Of these seven, the method of collection for two has been removed by central government (NI 004 and NI 110). This means that we will be able to continue to measure five of the seven National Indicators which form part of the Corporate Plan. Annex 2 shows details of all 28 indicators in the LAA and highlights those seven.
9. There are nine priorities in the new Corporate Plan. For each of these, performance indicators (PIs) have been used to help us to understand how well we are progressing. All of the results available so far can be seen in Annex 1 and a summary is provided in the section below.

Report on Progress: Corporate Plan

Focus on our customers and improve access to services

10. All areas of work continue to make progress broadly in line with the plan.

An implementation plan is being developed to enable customers to access services through scheduled appointments in their own home or business premises. Awareness raising and engagement with community boards will start from November 2010 following the development of a DVD for community area

boards. The plan also covers the phased implementation of virtual face to face kiosks (which enable customers to interact with the Council in real time from kiosk locations).

A new website is under development to be fully transactional for the services most requested by customers.

Research is being commissioned into customer requirements for extended opening hours.

Performance against the indicators: There are three local indicators in this section, and all of these are currently on target.

Work in partnership to support vulnerable individuals and families

11. Our performance on the national indicator of support for frail and disabled people to live independently at home (NI 136) has improved thanks to improved support for people with mental health problems in quarter 2. In quarter 1 we reported on a commissioning project that will change the emphasis on the kinds of support service that are counted in NI 136. We have now piloted a new service which places greater emphasis on rehabilitation to restore independence and reduce the need for long-term services. We will report on the results of the pilot and on the use of those results in the new Care and Support contracts between the Council and Wiltshire's independent social care organisations in quarter 3.

We want the services that we commission to help people live independently to be provided following an assessment that gives people more say in the way that their support is delivered. We have piloted a new approach to assessment and support planning called "Self-directed Support". Self-directed Support will allow us to offer people Personal Budgets as an alternative to the Direct Payments that around 1300 people already use. Personal Budgets will allow people who do not want the legal responsibility of a Direct Payment to have more control over their care and support and will improve our performance on NI 130 (Social Care clients receiving Self Directed Support). Early indications from people who participated in the pilot suggest that their experience of the new support planning process was positive.

Support for carers from the Carer Support Agencies whom the Council helps to fund has increased significantly since April 2010. Information from three of Wiltshire's four carer support agencies suggests that they will meet their target to support 1000 new carers per year between this year and 2014. So far this year the three agencies that have provided information have supported 793 carers. Our year-to-date performance for the National Indicator (NI 135) that measures direct support for carers from the Council suggests a final result of 20%; but we expect to do more reviews of carers during quarter 3 and this should help us to meet our full-year target of 25%.

Performance against the indicators: The performance indicators (PIs) for this outcome are divided into four categories as shown below. Five of the indicators and baselines are new and are still being developed, and of the remaining seven, four are currently on target.

Category	Number of indicators in category	Number on target	Comment
Support for older people	1	1	In addition to the 1 indicator currently on target, there are 5 new indicators and baselines being developed. Action is underway as summarised above.
Support for people who care for others	2	1	There are 2 indicators (1 national indicator and 1 local indicator) to help us understand how well we are supporting carers. The national indicator is not currently on target, but a programme of reviews of service-users and carers is scheduled to increase the rate at which we assess and review carers and help us close the gap.
Self-directed support	1	0	This measure counts the number of people who have been through the care planning processes that allow people to control the way that public money is used to meet their needs. We are piloting new projects which will help us to progress towards the target, but are currently not on course to achieve it.
Support for learning-disabled adults	3	2	There are 2 national indicators and 1 local indicator. Two of these are on course to be achieved and the third has recently had a change to the way it is calculated. We will be able to give an update on this indicator (NI 145) in the quarter 3 report.

Increase opportunities to help young people achieve their potential

12. The new Wellington Academy which opened in September 2009 is on target to have its new buildings completed for March 2011. The academy at Salisbury High School opened in September 2010.

Work to improve services and support for disabled children continues with short break provision and smoothing the transition experience from children's to adult's services.

Children's social care services have been restructured and early evidence shows improved performance; an unannounced inspection of referral and assessment completed by Ofsted during the summer identified some strengths, some development areas, but no priority actions. Priority actions are used by Ofsted to identify areas of concern and the fact that none have been flagged is an encouraging sign that the restructure is having a positive impact.

Participation in positive activities continues to be encouraged through a variety of initiatives including the continued roll out of extended schools services. There are approximately 3000 young people eligible across the 4 pathfinder areas and, to date, an average of 70% have taken up regular opportunities. There is no continuing funding beyond 2010-11 academic year.

Unfortunately, Wiltshire Young People's Opportunities Fund was lost as a result of the mid-year budget reductions when the grant was reduced and de-ring

fenced by central government. This provided money to fund young people's activities including youth councils, dance projects, environmental projects, arts/drama, sports, and developing projects that benefit other young people.

Visits and contributions to Sparksite and listeners to SPARK radio (a website and radio station for young people to find out what is going on in and around their area as well as a base for information and advice) continue to grow and the links on the websites are being improved to include access to more opportunities.

Work to progress both Chippenham and Corsham youth development sites is ongoing as part of the Workplace Transformation project; this will refocus the way youth support is provided in both towns. Development at the Olympiad is on track to be completed by November 2010 and will provide a media suite for young people at the redeveloped premises.

Performance against the indicators: Schools Indicators: Work goes on to improve the standards of children's attainment at preschools and schools. 2010 results show good performance at Foundation Stage is being maintained and improvement at Key Stage 2 with 74% of children reaching Level 4 in English and Maths compared to 71% in 2009. Key Stage 4 results show a small improvement in 5 A*-C including English and Maths. Provisional results show that the achievement gap of children with SEN or in receipt of free school meals shows no improvement except for free school meal children at Key Stage 2.

There are 3 further categories of indicators under this outcome and information about those is shown in the table below.

Category	Number of indicators in category	Number on target	Comment
Those with disabilities	1	Not available	The result is from an annual national survey which has been cancelled by government. Alternative ways of measuring the success of our services for children and young people with disabilities are being considered for future years.
Safeguarding children	4	2	There are 2 national indicators and 1 local. Two of these are on target and one is an annual indicator which will be available at year end. The indicator which measures the timeliness of Core Assessments (NI 60) is improving, but despite closer management supervision and targeting within teams it is unlikely to meet the target.
Activities for young people	1	Not available	This measure is calculated using the annual TellUs survey which has been cancelled by government. Alternative ways of measuring young people's participation in positive activities are being considered for future years.

Local, open, honest decision making

13. The Area Boards continue to fulfil an important role in providing a platform from which organisations can work more closely together to plan and deliver services in local communities. There are many practical examples which can be described and these are regularly reported in the 'Just a Minute' newsletters which are produced by the Area Boards. These include:
- Community Speed Watch which sees volunteers help reduce speeding motorists by forming their own local 'Speed Watch' groups.
 - Buildings, streets and open spaces are being tidied up by offenders as part of the Community Payback Scheme.
 - 'First Responders'; local volunteers are trained to respond to medical emergencies before the ambulance arrives.

All these initiatives involve local people working with their Area Board, the Police, and NHS Wiltshire to deliver services which respond directly to local needs.

In September, a participatory budgeting exercise was held in Melksham (at an Area Board meeting) which involved young people showcasing their innovative ideas to help solve the transport and access issues they experience. The young people had the chance to compete for some of the £5,000 funding available to help towards their projects. Those which were successful and received a share of the funding were: 'Club boom' trips (teenage soft play area); subsidised bus fares; Project Parkour (a method of training which enables people to turn an urban landscape into a personal obstacle course – includes abseiling down buildings etc); mini bus hire; high ropes course (aerial rope skills in trees etc).

Area Board Community Issues Logs continue to be well utilised: 189 issues were submitted with 54 resolved and closed down. The total cumulative caseload is 1200 across 20 community areas. This reflects the extent to which local people are utilising the issues system.

In many areas Community Area Partnerships (CAPs) are providing local people with opportunities to work together with Area Boards and other agencies. For example, in Calne a skateboard and BMX issues group has been set up to address young people's concerns and aspirations about provision of skating facilities in the community area. The membership of the group includes local Councillors, the CAYPIG (Children and Young People's Issues Group), the Community Area Partnership and a Youth Development Coordinator.

Performance against the indicators: There are currently three indicators in this section and two of these are on target. The third indicator is a national indicator previously measured through the Place Survey; as the government have now cancelled this survey, there will be no method to measure results for this. Alternative methods of measuring local influence on decision making are being considered.

Support the local economy

14. The work to support the local economy has entered a new phase in quarter 2. Following consultation with the business community, Wiltshire Strategic

Economic Partnership partners have agreed that its work should be underpinned by the principle of creating an environment that will encourage business growth. Preparations have been made for a programme of engagement with the most significant businesses in Wiltshire under the banner of the Wiltshire 100 programme to identify and overcome potential obstacles to investment.

Work has also proceeded to develop a programme to attract new investment to Wiltshire, building on the interest that currently exists; since April 2010, Economy & Enterprise have supported enquiries which if converted will create up to 1798 jobs. Through quarter 2, there has also been an emphasis on safeguarding employment; a defence case to protect 600 Health Protection Agency (HPA) jobs at Porton Down has been submitted to the Secretary of State for Health with the outcome expected following CSR. Since the submission of the defence case it has come to light that the government proposes to replace HPA with the new Public Health Service. It is not clear what the implications will be for staff at Porton Down. However it is understood that there is still a risk to employment at the site and so the situation is being closely monitored.

One of the Council's objectives is to secure greater value (Gross Value Added) for the local economy. One of the ways in which this is being tackled is to support business innovation. In quarter 2, 49 businesses have benefited from innovation support through specially tailored workshops. Partners have also been working on a new approach to innovation support which is about encouraging networking, peer-to-peer support and mentoring. Sector specific innovation workshops delivered by industry experts and which follow this approach have been arranged and will start next quarter.

Performance against the indicators: There are three local indicators in this section, all of which are new and measure new activity. Due to the nature of these targets it is not yet possible to say whether these indicators are on target, although a great deal of progress has been made and enquiry levels are encouraging. More information about the individual targets is available in the table at Annex 1 and further updates will be given in quarter 3.

Meet housing needs

15. Work continues to maximise the delivery of new affordable homes built in Wiltshire to help meet local needs as well as making the best use of existing properties in the county. To date 393 units have been started on site in 2010/11 and 146 units completed. As we are now half way through the year, we are concerned about the low level of completions. The slowdown in the rate of building for schemes that have already received planning permission and the reduction in the number of new applications due to low house price values have led to a significant slow down in the delivery of new affordable housing through the planning system. In addition, the reduction of government investment in new affordable housing compared to previous years means there are a number of schemes such as those on rural exception sites¹ and land owned by Housing Associations which cannot be progressed. However, we are still projecting potential completions of around 560 units by the end of the year. The majority of

¹ sites on the edge of or in villages which have not been allocated for development in the Local Plan but which might be suitable for small schemes of affordable housing for local people

these completions are due to complete in quarter 4 which leaves the risk that any slippage due to events such as bad weather or other unforeseen circumstances on site could see some of the completions slipping into 2011/12.

We are working to reduce the amount of time that empty properties in our housing stock in Salisbury remain unoccupied and also to reduce the time it takes to complete repairs. We have seen some significant success during the first two quarters of this year and, whilst we remain slightly behind our target, the progress is encouraging.

Careconnect provides a community alarm service which monitors and responds to emergency alarm calls 24 hours, 7 days a week, providing round-the-clock security for vulnerable clients. They are continuing to increase the number of customers that are registered with them through continued marketing and advertising of the service.

Performance against the indicators: There is one national and four local performance indicators in this section; three of the local indicators are currently on target. As outlined above, the indicator relating to new affordable housing is not currently on target, but still projecting potential completions of around 560 units by the end of the year. Work with partners is ongoing to try to find ways of delivering more affordable housing. The local performance indicator relating to returning empty properties to use is slightly behind target.

Improve our roads and road safety

16. The Council has new working arrangements to improve general highway services. These have started to show improvements in how the Council communicates, interacts and delivers services with real benefits being delivered to the local community.

Performance against the indicators: There are four indicators (two national indicators and two local indicators) in this section and all of these are on target to achieve the year end result.

Reduce our environmental impact

17. Good progress has continued to tackle carbon emissions and prepare for unavoidable climate change during quarter 2. The Climate Change Board approved the Council's first Climate Change Strategy which will go to Cabinet in December 2010. The Council registered as a participant in the Carbon Reduction Commitment.

Scoping work has been carried out with the MOD and the potential for renewable energy will be explored further in discussions during quarter 3. Screening of all cabinet decisions for their environmental impact started in September 2010. The draft report into the potential for renewable energy across the county has been refined and is expected to be published before the end of the year. The Council continues to roll out a programme of installing smart meters into its properties and has begun work to attain accreditation for an energy management system (BS16001). A climate change comprehensive risk assessment is underway and will be delivered by quarter 3.

Performance against the indicators: There are four national indicators and one local indicator. Three of the national indicators are on target and the other is an annual indicator which will have data to report later in the year. The local indicator relates to community projects and is currently slightly off target due to the necessity for capacity building in many community groups.

Achieve savings, be more efficient and ensure we deliver value for money

18. As reported in the previous performance update, progress towards achieving the required savings for the current year is good with £24m saved in the creation of the 2010/11 budget.

The Council reports monthly to members on the current position against budget and highlights any major variances. Where necessary the reports show management actions to deal with cost pressures.

The Comprehensive Spending Review on 20th October 2010 set out the key areas where savings and reforms will be made over the next four years. The Chancellor announced that the reduction for Local Government will be 7.1% per year for the next four years, which equates to 28.4% and is slightly higher than we expected. It is too early to know the full impact for the Council as the detail relating to the allocation of grant funding is not yet known, and is unlikely to be clear until the government departments announce their specific plans over the forthcoming period. The Council is now finalising its business plan (to be considered at the end of the year) that will reflect these changes and set out the level of savings required over the next 4 years.

There is a target in the Corporate Plan to have 75% of performance indicators in the top two quartiles nationally by 2013/14, and in the last report we provided graphs comparing our position to that of other authorities.

Arrangements for 2011 onwards are currently being considered in the light of the government decision to abolish the National Indicator Set as outlined in paragraph 7 of this report. We will provide further updates for Cabinet as the picture becomes clearer.

Performance against the indicators: There are four local indicators in this section and all of these are currently on target, although work continues to ensure that the projected savings are realised as outlined in the narrative above. There is a fifth indicator in the Corporate Plan relating to the asset management plan, this is a four year programme and results will start to be shown from 2011/12 onwards.

Report on Progress: Local Agreement for Wiltshire and LAA

19. A top line summary against each of the ambitions in the Local Agreement for Wiltshire is given below. More information on each ambition is available on the website, including action against each of the priority outcomes and a full table showing progress against all of the indicators.

Building resilient communities

20. Many agencies and organisations have been working together to help local communities to develop their own priorities and to deliver improvements, and examples of this can be seen in paragraph 13 of this report.

The Wiltshire Forum of Community Area Partnerships (CAPs) provides support to the CAPs around the county and is focusing attention on training - some of which is being delivered through SKiLD (a learning project for development workers in local infrastructure organisations) which is a project of NAVCA (National Association for Voluntary and Community Action). In addition, WfCAP has been fully trained in the VOICE programme through the (Wiltshire Infrastructure Consortium) and is working with community groups in Wilton, Salisbury and Tisbury. The VOICE programme is designed to help community groups better influence the decision makers and assess where they are as a group.

Performance against the indicators: Most of the LAW and Local Area Agreement (LAA) indicators for the Resilient Communities ambition will be problematic to measure because of the cancellation of the national Place Survey. The voluntary sector survey which collects data for NI 007 (Environment for a Thriving 3rd Sector) has been confirmed and the results for this should be available towards the end of the year.

Improving affordable housing

21. This ambition has many of the same outcomes as the 'Meet housing needs' in the Corporate Plan; information about progress can be found in paragraph 15 above with detailed information in the document on the website.

Performance against the indicators: As outlined above, the indicator relating to new affordable housing is not currently on target, but still projecting potential completions of around 560 units by the end of the year. Work with partners is ongoing to try to find ways of delivering more affordable housing. Optimism remains about our ability to meet two of the three LAA targets related to housing. However there is less optimism about our net additional housing target (results for this will not be available until after year end). If current market circumstances continue, our target (renegotiated with GOSW in 2010) still presents an ambitious trajectory. In order to ensure residential delivery is maintained, Wiltshire Council is actively working to develop a Core Strategy including strategic site allocations, creating an additional source of supply, which will be delivered through co-operative working between the Council, landowners/developers and local communities.

Lives not services

22. The implementation of Healthy Schools Plus in Wiltshire means that many children and their families are now benefiting from additional input, activities and learning that relates to the prevention of a range of health issues. Nearly 11,000 children attend schools (35 primary and 4 secondary) that are in the first cohort of Healthy Schools Plus. A second cohort of schools joined the programme in September 2010. The Healthy Schools Plus programme is also linked to the

Global Children's (walking) Challenge™ for pupils aged 8-12, which was introduced into Wiltshire schools in quarter 2 – 1,643 pupils from Wiltshire schools are taking part.

The evidence continues to emerge from HMP Erlestoke of the positive impact the prison based health trainers are having on their peers and similar positive evidence is awaited from the community based programme and we are now planning work on health trainers with ex-offenders in partnership with Wiltshire Probation Service. The Health Trainers employed by Community First are now receiving their first referrals.

Smoking and alcohol use are major causes of ill health and it is therefore encouraging to see continued positive progress in both these areas of activity. In terms of healthy weight the Global Corporate Challenge was hugely successful again in 2010 and saw over 1000 people participating and positive evaluation data is now emerging from the Counterweight programme.

Information about the work we are undertaking to support more people to have independent and fulfilling lives as part of their local communities is given in the Corporate Plan section above and in more detail in the Lives not Services detailed report on the website.

Performance against the indicators: The targets for the indicators associated with this ambition are extremely challenging, and only five of the ten LAA targets are currently on schedule to achieve the required level for 2011. Data presented in the quarter 1 performance update report showed that Wiltshire compared favourably with other upper tier councils for many of these indicators including: NI 008 (Adult participation in sport and active recreation); NI 39 (Rate of Hospital Admissions for Alcohol Related Harm); NI 120 (All age all cause mortality); NI 130 (Self-directed support); NI 134 (Emergency Bed Days per Head).

Supporting economic growth

23. This ambition has many of the same outcomes as the 'Support the Local Economy' outcome in the Corporate Plan; information about progress can be found in paragraph 14 above with detailed information in the document on the website.

Performance against the indicators: Most of the targets are measured by national mechanisms for which results are not available later in the year, making it difficult to assess whether performance is on track. Economic Development teams have met with providers to arrange for local information to act as a proxy measure for the basic skills targets and these show that:

- The number of people claiming Job Seekers Allowance is 5904 at August 2010 (7315 August 2009). The September figures were not available at the time of writing this report.
- Long Term unemployment has reduced from 875 in January 2010 to 795 August 2010.
- The number of Job Vacancies available continues to rise.

The indication is that these are positive signs and we will continue to monitor the figures.

The local results for NEET (Young People not in education, employment or training) continue to indicate that we are not on course to achieve the target. Work continues with partners to maximise opportunities for this group of young people and also to help us identify and track NEET (or at risk of becoming NEET) more effectively.

Safer communities

24. For the period July-September, violent crime was down 1.3% on the previous year and serious violent crime down by 15.9% on the previous year. Numerous activities have been undertaken which have contributed to this and an updated violence reduction strategy implementation plan has been produced.

Particular activities are the formation of a Partnership Licensing Tasking Group which identifies problem premises/individuals and agrees the most appropriate activities to be undertaken. On 25th September the first 'On Licence' multi-agency test purchase operation took place in Trowbridge. Eight premises were visited and four of these failed the test and served to the volunteers who were aged between 15 and 17. Staff who served the volunteers were given an £80 Penalty Notice for Disorder for the offence of serving alcohol to someone under-age. Premises supervisors were also issued with advice about use of age verification schemes and training of staff.

Re-offending levels have been a concern for Wiltshire and the Prolific and Priority Offenders scheme is introducing a number of initiatives to help identify and manage the 'top' offenders in the county. This includes the introduction of a new computer programme and improving the links with prisons.

Performance against the indicators: There are five LAA indicators for this ambition; three of these are on target and one is affected by the cancellation of the Place Survey (as outlined elsewhere in this report). The indicator relating to the crime rate for assault with injury is not currently on target, however we are moving in the right direction as violent crime overall is down on the same period last year and it is hoped that activities like those outlined above will help to bring us back on track.

Protecting the environment

25. This ambition has many of the same outcomes as the 'Reduce our Environmental Impact' outcome in the Corporate Plan. Information about progress can be found in paragraph 17 above with detailed information in the document on the website.

Performance against the indicators: There are three LAA indicators for this ambition, two of them are on target to be achieved and the third is an annual indicator for which data will be available at year end.

Environmental Impact of the Proposal

26. As this is a monitoring report the proposal has no direct environmental impact. The LAW includes an ambition on the Environment.

Equalities Impact of the Proposal

27. As this is a monitoring report the proposal to note has no direct equalities impact.

Risk Assessment

28. The Council's risk management arrangements apply across the Council's services. Any key risks to performance are identified and managed within services and partnerships and, if appropriate, are highlighted in performance monitoring. The main risks highlighted this quarter are:

- Affordable Housing completions: whilst still projecting potential completions of around 560 units by the end of the year, the majority of these completions are due to complete in quarter 4 which leaves the risk that any slippage due to events such as bad weather or other unforeseen circumstances on site could see some of the completions slipping into 2011/12.

Financial Implications

29. This is a monitoring report so has no direct financial implications.

Legal Implications

30. As this is a monitoring report the proposal to note has no direct legal implications.

Options Considered

31. As a monitoring report there are no 'options to consider'.

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Date of report: 3 November 2010

Background Papers The following unpublished documents have been relied on in the preparation of this report: detailed performance management information held within services and partnerships.

Appendices

- Annex 1: Corporate Plan Key Performance indicators
Annex 2: Table of LAA Indicators which are also in Corporate Plan
Annex 3: Summary of PRG Grants for Area Boards

Annex 1: Corporate Plan 2010-2014: Priorities and measurable outcomes

Ref	Description of Outcome	Q2 Result	2010/11 Target	On Target (Y/N)	Q2 Comment
Focus on our customers and improve access to services					
Local PI	Deliver the Work Place transformation programme to include 4 refurbished hub buildings with state of the art customer access facilities by 2013. (H*)		1	Y	Bourne Hill opens on 25 October (first wedding ceremony); housing, planning and social services moving into Milford Street for their current face to face access on schedule.
Local PI	Redesign services, putting the customer at the centre of everything we do to deliver improved services. Measure customer satisfaction with these services and use this data to continuously improve them. (H*)		6	Y	Objective somewhat superseded by the launch of the four major service reviews plus requirement for other services to do reviews using systems thinking method
Local PI	Ensure that customer telephone call connection rates of 95%+ are achieved every month in all facilities. Enable direct dial "golden numbers" for most popular services so that customers can contact service experts directly. (H*)	92.70%	95%	Y	Connection rate for calls into Customer Services has averaged 92.7% in Q2 and 91.2% YTD. We are on schedule to achieve an average for the year which exceeds 2009/10
Work in partnership to support vulnerable individuals and families					
Support for older people We will work together with the NHS to help older people avoid needing care too soon, and by 2012					5 new indicators and baselines for targets are being developed. They are measures of the success of Adult Care's new Care and Support contracts, which are being specified at the moment and will be reported on once available...
Local PI	By 2014 we will help increase the opportunities for people to live independently in extra care settings. (H*)	-	70	Y	
Support for people who care for others					
NI 135	By 2013 the council will support at least 2,500 more carers. (5% is approximately 500 carers) (H*)	8.1%	25%	N	NI 135 is a cumulating indicator; the number of carers whom the Council supports increases evenly during the course of the year. Our projected year-end result is currently 20%. In November, programme of reviews of service-users and carers will help to increase the rate at which we assess and review carers and help us close the gap between predicted performance and our 25% target.
Local PI	In addition, we estimate that Wiltshire's carer support agencies will take 1000 <i>new</i> referrals per year between now and 2013. (H*)	600	1000	Y	
Self-directed support					
NI 130	By 2013 everyone in Wiltshire whom the council funds to live independently in the community will have a personal budget. (H*)	8.10%	30%	N	NI 130 is a cumulative performance indicator because the number of people with Direct Payments and Personal Budgets increases through the year. Our result for Apr - Sep is 6.9% behind the mid-year target of 15%. Two initiatives beginning in October will help us to reach our central government target of 30% for March 2011.
Support for learning-disabled adults					
Local PI	By 2014 all learning-disabled who need adult social care services when they reach adulthood will have a transition plan in place from their 16 th birthday. (H*)	100%	100%	Y	St Nicholas' School carried out 28 person centred reviews for young people in year 9 and above. We remain on target to ensure that all young people who will require adult services have a person-centred transition plan from their 16th birthday.
NI 145	By 2013 70% of learning-disabled people of working age will live in the community. This will reduce the proportion of the learning disabilities budget spent keeping people in care homes to 40% (it was 70% in 2007). (H*)	-	65%	-	Indicator definition has been changed. Update to follow in Q3.
NI 146	We will help find paid employment for 25 learning-disabled people per year between 2011 and 2013. (H*)	10.04%	13.60%	Y	

Ref	Description of Outcome	Q2 Result	2010/11 Target	On Target (Y/N)	Q2 Comment
Increase opportunities to help young people achieve their potential					
In schools					
We will close the attainment gap for pupils in schools through 1:1 tuition, increasing attendance, improving the quality of school facilities and extending the school 'good' and 'outstanding' ratings from Ofsted inspections. By 2011:					
- The achievement gap of those receiving free school meals and the rest of their peer group will be reduced to 24%					
NI 102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2. (L*)	28.9 (Prov)	27	N	Slight reduction in gap as a results of targeted intervention through the 'Narrowing the Gap' (TQ2010) plan to reduce gaps particularly for children who have FSM but no other vulnerability
NI 102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4. (L*)	36.7 (prov)	26	N	Provisional figures show increase in gap - further analysis of school level information being undertaken
- The gap for pupils who have special educational needs and their peer group be reduced to 51% at age 11 and 43% at age 16.					
NI 104	104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold DCSF DSO. (L*)	55.3 (Prov)	Year on Year improvement	-	The Target is year on year improvement and the 2009/10 result was 54.5, so if the provisional results are confirmed, we have failed to meet the target for 2010/11
NI 105	105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths. (L*)	51.8 (Prov)	Year on Year improvement	-	The Target is year on year improvement and the 2009/10 result was 46.9, so if the provisional results are confirmed, we have failed to meet the target for 2010/11
- A third of those children in care taking GCSEs will get 5+ A*-C including English and maths					
NI 106	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths). (H*)	-	28.6	-	The results for this indicator were not available at the time of writing this report. We will be able to report them in quarter 3
By 2011 at least 80% of children will achieve Level 4 or above in both English and maths at Key Stage 2, up from 71% in 2009.					
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2. (H*)	74.2	81	N	In line with national figures and exceeding statistical neighbours average (position of 4/11). Improvements as a result of school strategies to improve achievements including focus on vulnerable groups and improved tracking. This is the annual figure for 2010/11(school year ended Summer 2010)
Those with disabilities					
We will improve the health, wellbeing and opportunities for children and young people with disabilities, with over 65% of parents of disabled children being satisfied with the level of service y received to support them and their children.					
We will improve access to services and provide more support and choice for families and ask them to shape, and influence future services ensuring a better planned transition into adult life.					
NI 54	Services for disabled children. (H*)	-	-	-	Indicator and collection survey has been abolished by central government
Safeguarding children					
Keeping children safe from harm and neglect is everybody's concern. We will improve the safeguarding of children and the lives of children in the care of the council through appropriate referral and assessment, ensuring that every child who is looked after or has a child protection plan has an allocated social worker. We will minimise the chances of preventable child deaths, and ensure that bullying is reduced to below the national average.					
NI 59	Initial assessments for children's social care carried out within 7 working days of referral. (H*)	48.20%	70%	Y	This is a cumulative indicator. Social care restructure and tightened management supervision is leading to performance improving (September only result was 70%).
NI 60	Core assessments for children's social care that were carried out within 35 working days of their commencement. (H*)	63.40%	80	N	This is a cumulative indicator. Performance is improving but despite closer management supervision and targeting within teams it is unlikely to reach target.

Ref	Description of Outcome	Q2 Result	2010/11 Target	On Target (Y/N)	Q2 Comment
Local PI	% children and young people with a child protection plan with an allocated social worker. (H*)	100%	100%	Y	
Local PI	Preventable child deaths recorded through the child protection review panel process. (L*)	-	0	-	Child Death review panels meet to review deaths and report at year end. In 2009/10 less than 5 were deemed preventable.
Activities for young people					
We will support young people to find positive things to do in their spare time and increase their participation in activities from 73% in 2009 to 82% in 2011.					
We will maximise the opportunities for all to access a range of varied and interesting organised events and activities, using for example the additional activities provided through extended schools and volunteering initiatives. This should lead to reductions in anti-social behaviour.					
NI 110	Young people's participation in positive activities (H*)	-	82.1	-	Indicator and collection survey has been abolished by central government
Local, open, honest decision making					
NI 004	By 2014, 50% of people within communities will feel they can influence decisions affecting their local area, including a greater number of such responses from people who are currently under-represented in the process. At present 30% of residents feel they can influence decisions. (H*)	-	35%	-	Communities and Local Government (CLG) is currently considering the future role of the Place Survey (and other national surveys) in the context of the new government's agenda. The survey scheduled for this autumn has been postponed and will not be carried out in 2010/11. We are therefore unlikely to be able to measure against this indicator for the current year.
By 2012, the council will have invested £5.5 million in community led projects and initiatives, determined and prioritised by area boards.		LAW			
Local PI	- Area Boards (H*)	-	£1.45m	Y	Area Boards invested £550k in community led projects during 2009/10 leveraging an additional £2.8m of external funding and community contributions. Budgeted contributions from Area Boards set at £2.15m over the period.
Local PI	- PRG scheme for area boards(H*)	£0.692m	£1m	Y	Budgeted contributions from PRG scheme set at £2.8m over a two to three year period. The amount reported for Q2 result is the total amount allocated to date.
Support the local economy					
Local PI	We will retain and support the growth of Wiltshire's top employers through engagement and improving our understanding of their needs, working jointly to support their future skills development and investment. (H*)	-	25 employers engaged	-	Wiltshire 100 launch event held on 26th July - focus of the event was around identifying priorities with a view to shaping the future of business support in Wiltshire and a consultation exercise on Local Enterprise Partnerships. Companies comprising the Wiltshire 100 now defined. We will report further on the number engaged in the quarter 3 report
Local PI DNPEE02 DNPEE03	We will support business start-ups, expansion and secure inward investment creating 6,000 new jobs and safeguarding 8,000 jobs in Wiltshire's economy by 2014. (H*)	400	1000 jobs created; 1500 jobs safeguarded	See comment	Since April 2010 the Investment Service has supported enquiries with the potential to create between 1398 and 1798 jobs and safeguard a further 270 jobs. Greggs the Bakers announced their intention to invest this quarter which will create 400 jobs when up and running. It is not possible to state whether the service will hit target as investment decisions take time and are subject to stiff competition but enquiry levels are encouraging for new jobs, this is less the case with safeguarding jobs.
Local PI DNPEE04	We will secure growth in higher skill/value employment sectors narrowing the gap in output per worker between Wiltshire and the England average (Wiltshire GVA £44,350 England average GVA £48,300). Target sectors will be: Advanced manufacturing; Bio-medical; ICT; Environmental Technologies; Food & Drink; Tourism; Creative Industries; Financial/business Services. (H*)	-	250 jobs in higher skill/value employment sectors created	See comment	Since April 2010 the Investment Service has supported enquiries with the potential to create 300 higher skilled jobs. It is not possible to state whether the service will hit target as investment decisions take time and are subject to stiff competition but enquiry levels are encouraging for new higher skilled jobs. To date we have had 53 enquiries (Q1 - 25 & Q2 - 28) however this is an approximate figure as we are awaiting data from mid wilts economic partnership. This target is a sub-set of targets DNPEE02/03.

Ref	Description of Outcome	Q2 Result	2010/11 Target	On Target (Y/N)	Q2 Comment
Meet housing needs					
NI 155	Maximise the delivery of new affordable homes built in Wiltshire to help meet local needs and maximise the use of existing properties in the county. It will achieve 2,400 new affordable homes. (H*)	146	590	N	To date 393 units have been started on site in 2010/11 and 146 units completed. As we are now half way through the year, we are concerned about the low level of completions; however we are still projecting potential completions of around 560 units by the end of the year. The majority of these completions are due to complete in Quarter 4 though which leaves the risk that any slippage due to events such as bad weather or other unforeseen circumstances on site could see some of the completions slipping into 2011/12.
Local PI DNP035	Return 2,160 empty homes to use between 2010-11 and 2013-14. (H*)	190	470	N	We are slightly behind on this target as we have only achieved bringing back into use a total of 89 properties for Qtr 2. The value shown for quarter 2 is the cumulative for the year so far.
Local PI DNP036	More vulnerable clients will be living independently at home for longer, with the number of Careconnect customers increasing from 3,500 in 2010 to 5,500 by 2014. (H*)	3664	4000	Y	Careconnect are continuing to increase the amount of customers that are registered with them and this has been done through continued marketing and advertising of the service. We currently have 3664 connections
To be one of the best 25% of councils in the Country for housing management services (demonstrated through management of voids and % repairs completed within time)					
Local PI DNP030	A void property is a property that is managed by Wiltshire Council and is classified as a void from the date the tenancy ends to the start date of any new tenancy. Properties in serious disrepair are excluded from the voids figure given. (L*)	33.99	35	Y	
Local PI	Average % of all repairs completed within time. (H*)	95.36%	85%	Y	At the end of quarter 2 we reported an average of 95.36% repairs being completed within time which is a huge achievement and it continues to improve.
Improve our roads and road safety					
Local PI DNP002	By 2012 we will reduce the average time to repair a pothole to no more than 10 days, with the most serious potholes being fixed within 24 hours. In 2008 the average time to repair a pothole was over 30 days. (L*)	5.8	12 days	Y	A systems-thinking pilot scheme was successful in the Wilton area. Despite the expected winter conditions, we are still likely to meet our target.
NI195	We will continue to improve on the high standards of cleanliness of our roads by achieving a performance target 7% higher than the National Benchmarks for litter and detritus. This means that by 2014, 96% of our roads will be free or predominantly free of litter and 86% of our roads will be free or predominantly free of detritus against the National Benchmarks of 89% and 79% respectively. (H*)	97% litter 83% detritus	95.3% litter 83.5% detritus	Y	NI195 is measured on a four monthly basis and not quarterly, the figures shown are for April-July. The next four monthly period's results (Aug - Nov) will be available in early December 2010.
Local PI	By 2012 we will have built on our current engagement and communication with Area Boards such that they are able to influence planned maintenance priorities within the work programme for their areas, whilst ensuring that safety considerations are not compromised. (H*)	95%	95%	Y	The Heads of service or the area manager has attended community area boards within their respective areas, ensuring community area boards are engaged and informed on highway and streetscene issues. Community Area Board transport groups set up in partnership with Strategic Services to consider minor local highway improvement schemes.
Local PI	The number of road accident fatalities and serious injuries will be targeted for at least a 15% reduction by 2014, compared with the 3 year average up to 2008. (L*)	199	212	Y	
Reduce our environmental impact					
NI 185	We will reduce our carbon emissions by 20% of our 2008/09 baseline by 2013/14. This is a key milestone for our overall target of a 50% reduction by 2020, improving on the national target for that date of 34%.(H*)	-	-	-	This data is reported annually. A strategy is being worked on which contains ways to reduce our carbon emissions and ways of measuring carbon output are being installed

Ref	Description of Outcome	Q2 Result	2010/11 Target	On Target (Y/N)	Q2 Comment
NI 188	By September 2010, we will produce a Local Climate Impacts Profile and undertake a comprehensive risk assessment to understand the consequences of unavoidable climate change across all community areas in Wiltshire. By April 2011, we will produce an Action Plan detailing work we will do to reduce the impacts of, and improve our response to, events such as extreme weather and flooding. (H*)	-	Level 3 of NI 188	Y	The Council is on track to deliver Level 2 of NI188 by November 2010 - a milestone towards achievement of the LAA target to have a climate change adaptation plan by March 2011 (Level 3).
Local PI	By 2014 we will have a range of pilot energy efficiency and renewable energy projects with at least one in each of Wiltshire's community areas – from micro-generation to home energy efficiency projects. These will be developed with communities with the aim of sharing and replicating best practice across the county and beyond. (H*)	0	community projects in 3 areas	A	Links with community groups across Wiltshire have been made although there are still many areas where community groups do not currently exist. Progress in some groups is slow due to capacity building issues. Links have also been made with Community Area Partnerships in Salisbury and Trowbridge.
NI 193	The Council has a corporate plan target to reduce waste sent to landfill to 25% by 2014. This should make the Council one of the lowest landfilling authorities in the country. A series of waste reduction, recycling, composting and waste to energy projects have significantly reduced the proportion of waste sent to landfill. Wiltshire landfilled almost 80% of its waste in 2002-03. By 2009-10 the Council had reduced landfill to 47%. The outcome of this strategy will be to achieve the environmental benefits of reduced landfill (local) and reduced landfill gas and increased waste recycling (supporting the national and EU strategies to reduce climate change) (L*)	36%	40%	Y	During 2009-10 we sent 47% of our waste to landfill. For the first time, landfill accounted for less than half the total waste collected. The quarter 2 estimate * for 2010-11 shows the full effects of the Lakeside energy from waste project, which commenced part-way during 2009-10, and is in line with our end of year forecast. (* The Quarter 2 result is estimated, based on data for July and August. September data will be available shortly.)
NI 194	We will aim to deliver over 50% of local sites with recognised value for biodiversity (e.g. County Wildlife Sites, Protected Road Verges and Regionally Important Geological Sites) in positive management by 31/03/2011, compared to the baseline of less than 40% in 31/03/2008, and will aim to maintain it at this level. (H*)	-	50%	Y	Annual result. 50% more Wildlife Sites have been surveyed over Quarter 1 and Quarter 2 than over the corresponding period last year. This is almost entirely due to Wiltshire Council's Biodiversity Indicator Officer being in post.

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Achieve savings, be more efficient and ensure we deliver value for money

We will drive out waste and increase efficiency across the organisation, whilst maintaining front line services. To achieve this we will:					
Local PI	- Deliver savings of £50m over the period 2010-11 to 2013-14. (H*)		£24.6	Y	£24.6m savings were identified in the 2010/11 budget planning cycle
Local PI	- Deliver year-on-year reductions in the rise of council tax. (L*)	2.30%	2.30%	Y	Council tax has been set for 2010/11 as per the target
Local PI	- Deliver 3% in cost reduction from procurement & commissioning each year (£9m p.a.) (H*)	-	£9m	Y	£8m was identified in the 10-11 budget and budgets reduced accordingly. Monitoring against these has shown that some of the original savings identified in the budget are at risk of non delivery. Alternative savings have been sought to offset these and the budget monitoring reports will address any shortfall.
Local PI	- Deliver 3% in cost reduction from service redesign (including lean) each year (£9m p.a.) (H*)	-	3%	Y	Work on scoping the reviews continues. Support has been provided for managers not directly involved in the major reviews in order to support the savings required.

*NB: In the tables above 'H' indicators that higher performance against the target constitutes good performance and 'L' indicates that lower performance against the target constitutes good performance.

Annex 2: Table of LAA Indicators which are also in Corporate Plan

NI ID	NI Name	In Corporate Plan?
NI 004	% of people who feel they can influence decisions in their locality.	Yes*
NI 007	Environment for a thriving third sector.	No
NI 008*	Adult participation in sport and active recreation.	No
NI 016*	Serious acquisitive crime rate.	No
NI 017*	Perceptions of anti-social behaviour.	No
NI 020*	Assault with injury crime rate.	No
NI 030*	Re-offending rate of prolific and priority offenders.	No
NI 032*	Repeat incidents of domestic violence.	No
NI 039*	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm. (rolling 12 months March 2008 – February 2009)	No
NI 055*	Obesity in primary school age children in Reception (PCT indicator)	No
NI 110	Young people's participation in positive activities.	Yes*
NI 112*	Under 18 conception rate of change.	No
NI 117	16 to 18 year olds who are not in education, employment or training (NEET).	No
NI 120*	All-age all cause mortality rate. (The directly age standardised mortality rate per 100,000 population, from all causes at all ages. The indicator is reported and monitored as 2 separate mortality rates; one for males/ one for females)	No
NI 123*	Stopping smoking (rate per 100,000 population, self reported 4 week smoking quitters).	No
NI 125*	Achieving independence for older people through rehabilitation/intermediate care.	No
NI 130	Social care clients receiving Self Directed Support per 100,000 population.	Yes
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information.	Yes
NI 136	People supported to live independently through social services (all adults).	No
NI 141	Percentage of vulnerable people achieving independent living.	No
NI 152	Working age people on out of work benefits.	No
NI 154	Net additional homes provided.	No
NI 155	Number of affordable homes delivered (gross).	Yes
NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher.	No
NI 168	Principal roads where maintenance should be considered.	No
NI 188	Planning to Adapt to Climate Change.	Yes
NI 191	Residual household waste per household.	No
NI 197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented.	Yes
Totals	Number of LAA indicators 28	7

*NI004 and NI110 are the two LAA indicators which are also included in the Corporate Plan and which we will no longer be able to measure as the method of collection has been removed by central government.

Annex 3: Performance Reward Grant Bids from Area Boards – Table of Approved Bids

PRG Scheme - Area Boards: Summary September 2009 to August 2010						
Bid No	Area Board	Brief description	Capital £	Revenue £	Total £	Brief details of Bid
1	All	Speedwatch – cross county	56,200	34,310	90,510	To provide a county-wide Speedwatch scheme to help raise awareness of the importance of reductions in speeding. This bid covers all area boards
4	Salisbury	Taxi Marshalls for Christmas 09		2,000	2,000	To run a Taxi-Marshall scheme to help reduce violence and anti-social behaviour in Salisbury town centre over the Christmas period 2009. A full evaluation of the scheme has been conducted.
8	Trowbridge	Seymour Community centre	10,000		10,000	To refurbish a former shop premises to provide a permanent community building.
9	Trowbridge	Trowbridge Annual Festival of Fun Youth cafe	4,000		4,000	To provide computers and other equipment for the Taff café.
12	Warminster	Warminster Windows		2,049	2,049	To improve street-scene in the town by filling the windows of empty shops.
13	Tidworth	Ludgershall Scout Hut	14,627		14,627	Contribution to refurbishment of roof
14	Tidworth	Collingbourne Ducis Toilets	4,000		4,000	Contribution to construction of toilet facilities
16	Amesbury	Avon Valley College - Alternative Living and Applied Learning Centre		1,500	1,500	To provide equipment for the Alternative Living centre.
18	Warminster	Friends of Warminster Park	12,000		12,000	To improve the skate-park.
22	Warminster	Athenaeum	38,015		38,015	To provide a lift which will enable access to the top level of the centre for those with mobility difficulties.
24	Melksham/All	Splash		29,700	29,700	To improve the quality of life for vulnerable young people aged 9-16 by providing safe positive activities during school holidays to divert them away from anti-social and negative behaviour.
25	All	Community Payback	53,050	10,000	63,050	To provide utilities trucks, equipment and a contribution to co-ordinator costs to assist in the supervision of offenders repaying their debt to society through unpaid work in rural areas.
26	Malmesbury	Skate Park	92,250		92,250	To provide a safe and organised activity area for young people, by way of: <ul style="list-style-type: none"> - A safe, supervised skate and skateboard area with ramps both fixed and mobile - A safe and supervised area for basic car and bike maintenance - A safe area for young people to play badminton, football/basket and netball - A large space for performing arts and social events
27	Amesbury	Larkhill Rejuvenation and Road safety		11,530	11,530	To increase the feeling of well-being and community cohesion within Larkhill, including addressing concerns about road safety.
			5,000		5,000	Capital – additional amount allocated not yet released to cover flashing speed reduction lights
28	Amesbury	Avon Valley College Media Centre	20,000		20,000	To provide facilities to aid and enhance the college and surrounding communities.

PRG Scheme - Area Boards: Summary September 2009 to August 2010

Bid No	Area Board	Brief description	Capital £	Revenue £	Total £	Brief details of Bid
30	Malmesbury	Sherston Old School	65,000		65,000	Contribution to costs of renovation and conversion to retail and community facility
32	Amesbury Warminster Tidworth	Skilled for Health		25,000	25,000	Works with, and supports the families of, service men and women through a series of short courses to improve confidence and self esteem, encourage learners to access further education to improve their skills/take employment
35	Warminster	Community Radio Upgrade	26,411		26,411	Upgrade of equipment to enable continued running of well-supported community radio station
39	Trowbridge	Studley Green Resource Centre	4,500	3,940	8,440	To provide computers and other equipment for the centre
40	Salisbury	The Unit		15,000	15,000	Contribution towards revenue costs of running a youth volunteering project
46	Melksham	Semington Sports Club	24,000		24,000	Contribution towards cost of new sports and changing facilities
Bids Approved in principle - Awaiting full approval from all Area Boards						
52	All**	Volunteer Centre Wiltshire	2,940	47,058	£49,998	Provision of a County wide accredited volunteer service
54	All**	Wiltshire Voices (hard to reach groups)		54,000	£54,000	Provision of funds to increase participation in Area Boards
Total - approved			431,993	236,087	668,080	

There are other bids which are still pending a decision and 29 bids have been rejected. Minutes can be viewed at:

<http://www.wiltshire.gov.uk/council/wiltshirefamilyofpartnershipsworkingtogether/wiltshirepublicserviceboard/psbperformancerewardgrantpanel.htm>