Wiltshire Council
Where everybody matters

AGENDA

Meeting: Cabinet

Place: Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU

Date: Tuesday 18 June 2013

Time: 10.30 am

Membership:

Cllr Keith Humphries	Cabinet Member for Public Health, Protection Services, Adult Care and Housing (exc strategic housing)
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philipe	Cabinet Member for Economy, Skills and Transport
Cllr Jane Scott OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services)

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

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

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

Part I

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

1   Apologies

2   Minutes of last meeting *(Pages 1 - 8)*

To approve as a correct record and sign the minutes of the last meeting held on 21 May 2013.

3   Leader's Announcements

4   Declarations of interest

To receive any declarations of disclosable 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 Thursday 13 June. Anyone wishing to ask a question or make a statement should contact the officer named above.

6   Business Plan Scorecard Report - year-end 2012/13 *(Pages 9 - 32)*

Report by the Interim Service Director, Executive Office

7   Adoption Agency Six Month Report *(Pages 33 - 62)*

⚬━   Report by Carolyn Godfrey, Corporate Director

8   Executive Response to the Final Report of the Safeguarding Children and Young People Task Group *(Pages 63 - 120)*

Report by Cllr Laura Mayes, Cabinet member for Children's Services and Final report of the Safeguarding Children and Young People Task Group.

9   Annual Report on Treasury Management 2012/13 *(Pages 121 - 134)*

Report by the Service Director, Finance

10   Revenue Outturn 2012/13 *(Pages 135 - 160)*

Report by the Service Director, Finance

11   **Councillor Induction Programme 2013** *(Pages 161 - 188)*

Report by the Service Director, Communications

12   **Urgent Items** *(Pages 189 - 250)*

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

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Part II

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

None

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The items on this agenda reflect the key goals of Wiltshire Council, namely 'Work together to support Wiltshire's Communities', 'Deliver high quality, low cost, customer focused services and 'Ensure local, open, honest decision making'

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CABINET

MINUTES of a MEETING held in COUNCIL CHAMBER - COUNCIL OFFICES, MONKTON PARK, CHIPPENHAM, SN15 1ER on Tuesday, 21 May 2013.

Cllr Keith Humphries	Cabinet Member for Public Health and Protection, Adult Care and Housing (exc strategic housing)
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philipe	Cabinet Member for Economy, Skills and Transport
Cllr Jane Scott OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services)
Also in Attendance:	Cllr Allison Bucknell
	Cllr Richard Gamble
	Cllr Mollie Groom
	Cllr Jon Hubbard
	Cllr Julian Johnson, Wiltshire Council
	Cllr Alan MacRae
	Cllr Jemima Milton
	Cllr Bridget Wayman
	Cllr Fred Westmoreland
	Cllr Philip Whalley
	Cllr Philip Whitehead

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

30   Apologies and membership

All Cabinet Members were present. Membership of cabinet noted.

31   Minutes of the previous meeting

The minutes of the meeting held on Tuesday 19 March 2013 were presented.

Resolved:

To approve as a correct record and sign the minutes of the last meeting held on 19 March 2013.

32   **Minutes - Capital Assets Committee**

The minutes of the Cabinet Capital Assets Committee meeting held on Tuesday 19 March 2013 were presented.

Resolved:

To receive and note the minutes of the Cabinet Capital Assets Committee meeting held on 19 March 2013.

33   **Declarations of Interest**

There were no declarations of interest.

34   **Leader's announcements**

The Leader made the following announcements:

Cabinet Committees

The Leader reported that she would be reappointing the Cabinet Committees with the following membership with terms of reference as detailed in Part 3A of the Council's Constitution:

Cabinet Capital Assets Committee

Cllr J Scott OBE
Cllr J Thompson
Cllr R Tonge
Cllr T Sturgis
Cllr F de Rhé-Philipe

With the following remaining members of Cabinet as substitutes:

Cllr KHumphries
Cllr L Mayes
Cllr S Wheeler
Cllr J Seed

Cabinet Business Rates Relief Committee

Any three members of the Cabinet appointed by the Head of Democratic Services.

The Leader confirmed that she would maintain existing executive delegations as laid down in Part 3A of the Council's constitution. She also undertook to provide details of the Scheme of Delegations of Executive Functions to the next available Council meeting in July as required under paragraph 3 of Part 7, Cabinet Procedure Rules of the Constitution.

35   Public participation

The Leader reported receipt of a statement from Cllr Steve Bucknell, Chairman of the Economic Development Working Group of Royal Wootton Bassett Town Council in respect of the item on the Swindon and Wiltshire Local Transport Body – Short list of Major Schemes (minute no. 37 refers) which she would take at that item.

The Leader confirmed that as usual she would be more than happy to allow participation on any of the items listed on the agenda by any members of the public present.

36   Disabled Children and Adults (DCA) Pathfinder

Public Participation

Mr Brian Warwick, Chairman of the Melksham Seniors Forum addressed Cabinet on this item emphasising the importance of working with the voluntary sector to ensure a successful outcome.

Cllr Laura Mayes Cabinet Member for Children's Services presented a report which updated Cabinet on the positive progress Wiltshire had made as a pathfinder for the Green Paper 'Support and Aspiration: A new approach to special educational needs and disability', and the accompanying emerging legislation.

Wiltshire's approach to this as a pathfinder had been to proactively lead the way by involving parent carers and children and young people in all aspects of this work. Wiltshire had recently been appointed by the Department for Education, to be a regional Pathfinder Champion – the Council would now also therefore assume responsibility for developing and encouraging good practice across all non-pathfinder local authorities in the South West region. Additionally, the DCA Pathfinder had been asked to lead at selected national events and share best practice.

The report detailed the expectations and requirements of draft legislation due to be in place by September 2014 along with parents expectations of service improvement within Wiltshire.

Cabinet was asked to consider the report presented and support the move towards a 0-25 SEND Service to ensure that we meet the requirements of the emerging legislation, respond appropriately to the views of parent carers,

professionals and young people, and implement the findings of the systems review led by Children and Adult Services.

The development of the 0-25 service will include the transfer of existing budgets from within the wider Children's Services (7.14 fte staff from Integrated Youth Services) and also from Adult Care Services. A total of 18.27 fte staff have transferred from Adult Services to Children's Services and a net budget to transfer of £475,419 will support this. A Care Placement budget of £720,000 will also be transferred, giving a total net budget transfer from Adult Care to Children's Services of £1,195,419. A budget virement has been prepared to implement this development and will be actioned as a Month 1 virement by the end of May 2013.

Cllr Mayes emphasised that the proposals would make life better and provide more choice and control to those using the service. She also thanked officers for their hard work in bringing the proposals forward. Cllr Jemima Milton added her thanks to parents, carers, schools and the young people involved in the project.

Resolved:

That the requirements of the Green Paper 'Support and Aspiration: A new approach to special educational needs and disability' and changes required due to the draft legislation in the Children and Families Bill and the outcomes of the systems review led by Children and Adult Services be noted.

Reason for Proposal

The Local Authority will have a statutory duty to deliver the changes proposed in the draft Children and Families Bill, the draft regulation and the draft SEN Code of Practice by September 2014

37   **Swindon and Wiltshire Local Transport Body - Short List of Major Transport Schemes**

The Leader drew Cabinet's attention to a statement from Cllr Steve Bucknell, Chairman of the Economic Development Working Group of Royal Wootton Bassett Town Council which expressed strong support for the two Royal Wootton Bassett schemes; namely the Royal Wootton Bassett railway station and the Royal Wootton Bassett Transport Package.

Cllr Fleur de Rhé-Philipe, Cabinet member for Economy, Skills and Transport presented a report which asked Cabinet to approve a shortlist of potential major transport schemes to be considered by the Swindon & Wiltshire Local Transport Body (SWLTB) for prioritisation by July 2013. This was in accordance with the new system introduced by the Department for Transport for prioritising and

funding local major transport schemes. The indicative funding level for the SWLTB for 2015/16 to 2018/19 was £16.9 million which it was noted could be subject to any future Government spending reviews. This Council's representatives on the SWLTB would be Cllrs Fleur de Rhé-Philipe and Cllr Toby Sturgis.

A long list of 70 major transport schemes had been identified and subjected to the sifting process outlined in the submitted SWLTB assurance framework. As a result, ten potential major transport schemes had now been shortlisted. Strategic Outline Business Cases (or equivalent) would be completed for each of the shortlisted schemes to provide the required evidence for the prioritisation process.

Cllr Mollie Groom circulated a statement in which she stated that she did not regard the present proposal for Junction 16 as an improvement.

Cllr Jon Hubbard was disappointed that the Melksham signal improvements had not been shortlisted due to the lack of an hourly TransWilts service. It was noted that separate meetings between officers and Duncan Hames MP with First Great Western had been arranged and it was agreed to update Cabinet following these meetings.

It was also suggested to circulate a briefing note to local members by way of Melksham Area Board, and to seek advice from the Department for Transport on how the process could be aligned to allow for the reprioritisation of major transport schemes should this become necessary as a consequence of a substantial change in circumstances.

A number of the schemes proposed for inclusion were discussed during debate as well as some which did not make the short list. It was accepted that there should be a degree of flexibility in being able to reprioritise in the light of any substantially changed circumstances.

Resolved:

1) **That Cabinet approve the shortlist of potential major transport schemes as follows to be considered by the Swindon & Wiltshire Local Transport Body for prioritisation by July 2013:**

   - **A350 Chippenham Bypass Dualling**
   - **A350 North of Chippenham Dualling**
   - **A350 West Ashton Relief Road**
   - **A350 Yarnbrook Relief Road**
   - **A36 Southampton Road Improvement**
   - **Corsham Station**
   - **M4 Junction 16 Improvements**
   - **Royal Wootton Bassett Station**
   - **Westbury Additional Platform**
   - **Wilton Station**

To provide a shortlist of major transport schemes to be considered by the SWLTB.

38 The New Highways and Streetscene Contract

Cllr John Thomson, Cabinet member for Highways and Streetscene and Broadband presented a report which updated Cabinet on the progress made on preparing for the start of the new Highway and Streetscene contract which would commence on 1 June 2013.

Cllr Thomson introduced Cllr Philip Whitehead as the Portfolio Holder supporting him on this contract. It was noted that the new contract would combine the services currently provided by the three different contractors and those provided by the in–house team. Details of the services covered in the contract were outlined in the report presented.

Resolved:

To note the contents of this report and the progress made on preparing for the start of the new Highways and Streetscene contract on 1 June 2013.

Reasons for Proposal

(i)   The new Highways and Streetscene Contract offers opportunities for further efficiencies in future years, and for achieving service improvements from economies of scale, innovations and by incentivising the contractor.

(ii)   There are significant benefits that a major contractor such as Balfour Beatty Living Places can bring to the Council, including the provision of a new fully integrated communication system to provide a more responsive service to customers and deliver efficient operation.

39 Statutory Head of Paid Service

Cllr Stuart Wheeler, Cabinet member for Hubs, HR, Legal, Democratic Services, Governance, Heritage and Arts presented a report which asked Cabinet to approve and recommend to Council that the statutory Head of Paid Service role now becomes the responsibility of the Corporate Directors, on a rotational basis, and that the Monitoring Officer be instructed to make any consequential amendments to the constitution.

The designation of the statutory role of head of paid service to the service director HR & OD has operated well. However recent advice on safeguarding included a clear recommendation for the Chair of Local Safeguarding Children's Board to report to the head of paid service.

Recommendation to Council:

To approve and recommend to Council that the statutory Head of Paid Service role now becomes the responsibility of the Corporate Directors, on a rotational basis, and that the Monitoring Officer is instructed to make any consequential amendments to the constitution.

40   **Voluntary Redundancy Programme**

Public Participation

Mr Brian Warwick, Chairman of the Melksham Seniors Forum addressed Cabinet on this item suggesting a ring fencing of resources to ensure work with the voluntary sector would not be affected by proposals.

Cllr Stuart Wheeler, Cabinet member for Hubs, HR, Legal, Democratic Services, Governance, Heritage and Arts presented a report which sought approval of a Council wide voluntary redundancy programme to deliver minimum savings of £4m from staffing costs. It was noted that the 2013/14 budget had identified this savings requirement. It was estimated that 340 full time equivalent posts would need to be redundant to deliver the savings.

Details of how the voluntary redundancy programme would operate and the timescales proposed were outlined. Cllr Allison Bucknell reassured Cabinet that the usual support measures for staff in redundancy situations would be applied. Cllr Hubbard whilst accepting that redundancies were inevitable, expressed concern over the scale of job cuts and the potential impact on frontline services.

Cllr Wheeler explained that all services were being asked to look at where efficiencies could be made and what positions were not directly contributing to the frontline users of the council. Whilst every effort was being made to protect jobs, savings had to be found and work was ongoing to ensure the organisation was fit for purpose.

The Leader explained that very difficult decisions were having to be made, not least a decision over staff redundancies. Continued reductions in Government funding meant that the Council was continually re-evaluating how it delivered its services, ensuring it adopted the most cost effective and efficient measures and working in partnership with other agencies.

Resolved:

That Cabinet approve the launch of a Council wide voluntary redundancy programme on 17 June 2013, with consultation on the programme starting week commencing 27 May 2013.

Reason for Proposal

The reason for the proposals is to deliver minimum savings of £4m from staffing costs which is required from the 2013/14 budget already approved by members in February 2013.

41   **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 am - 12.00 pm)

These decisions were published on the 29 May 2013 and will come into force on 06 June 2013

The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail yamina.rhouati@wiltshire.gov.uk
Press enquiries to Communications, direct line (01225) 713114/713115

Wiltshire Council

Cabinet

18 June 2013

Subject:	**Business Plan Scorecard Report – year-end 2012/13**
Cabinet member:	**Councillor Dick Tonge** **Finance, performance, risk, procurement, and welfare reform**
Key Decision:	**No**

Executive Summary

Wiltshire Council's Business Plan 2011-15, sets out what we intend to achieve by 2015 and our approach to savings and investments. This year-end report for 2012/13 includes:

- An overview of delivery of the priorities as set out in the business plan

- Community results and performance scorecards for the period April 2012 to March 2013

- The current status of the council's main work including key projects.

It outlines main considerations for the council and details that over two thirds (74%) of the indicators have either hit their target or are within 5% of doing so as at the end of March 2013.

This will be the final year-end report in this format. Future reports will be based on a revised performance framework and measures that reflect the council's new business plan for 2013 - 17.

Proposal(s)

As this is a scorecard report, there are no direct proposals or recommendations resulting from the report. Cabinet is asked to note progress for the year 2012/13.

Reason for Proposal

To keep cabinet informed about progress and to provide an update on the performance related grant scheme for area boards.

Robin Townsend
(Interim Service Director, Executive Office)

Purpose of the report

1. Wiltshire Council's Business Plan 2011-15, sets out what we intend to achieve by 2015 and our approach to saving and investment. This year-end report for 2012/13 includes:

   - An overview of delivery of the priorities as set out in the business plan

   - Community results and performance scorecards for the period April 2012 to March 2013

   - The current status of the council's main work including key projects.

2. Quarterly scorecard updates have been provided to cabinet throughout the year.

3. The council is in the process of developing a new business plan to set the strategic direction for the next four years. In addition to providing the end of year updates on performance indicators and commentary on recent activity it also provides information on the considerable achievements during the life-time of the current Business Plan. This report will therefore be the last year-end report in this current format.

4. A new set of targets and measures will be established to reflect the new plan along with a revised format for presenting performance information.

Background

5. In February 2011, Wiltshire Council published its four year Business Plan. The plan set out what the council would deliver by 2015 and how it would make the savings required to enable investment in key front line services. This is the second year end report assessing progress against that plan.

6. As outlined in the Business Plan, Wiltshire Council's vision is **to create stronger and more resilient communities**, where communities can solve problems locally with our support. This vision is supported by three goals:

   - Providing high quality, low cost, customer focussed services

   - Ensuring local, open and honest decision making

   - Working with our partners to support Wiltshire's Communities.

7. The Business Plan identified the following priorities;

   - Invest in key front line services

   - Protect the most vulnerable in our communities

   - Save money to enable us to do this

   - Safeguard and create jobs in Wiltshire

   A progress report on each of these is summarised in this report.

8. As well as setting out the priorities, the Business Plan states the targets and actions to achieve these. The performance indicators provide a measure to determine delivery of the targets and actions. The targets are challenging and in some areas apply to the four year plan period. A range of external factors can influence the achievement of the targets; such as severe weather affecting the condition of the roads, and the economic downturn impacting on business growth and job creation. It is, therefore, unrealistic to deliver all the targets in any one year, but to review performance over the four year period.

9. Wiltshire Council has worked closely with local communities to encourage involvement in decision making and to influence how services are delivered. Over the last 4 years the council has;

   - invested £85 million in improving frontline services including roads, waste and protecting vulnerable people
   - managed a 28% reduction in central government funding
   - not increased the council tax; and,
   - delivered £100 million of savings to pay for this.

   It has also;

   - secured more than £25 million of investment in the local economy
   - helped communities make decisions and solve local issues through its area boards
   - allocated £4 million to support the delivery of 1,700 community projects
   - developed nationally recognised innovative service delivery models, for example the libraries service is supported by 600 volunteers
   - increased public satisfaction in council services by 16 percent (people's voice survey 2012)
   - seen Wiltshire voted the fourth happiest place in the UK (national wellbeing survey, 2012) and;
   - voted the fifth best area for business investment (local futures survey 2012)

10. As well as showing results against targets, the performance scorecards also show performance indicators that are reported later in the year. These indicators are those that have results published at different times of the year other than the financial year end (March 2013).

11. The status of the council's main projects and programmes is provided by the programme office. (Annex 2).

## Main considerations for the cabinet

12. Year-end progress against the Business Plan is summarised below.

13. **Community and council scorecards**
   There are 53 indicators being measured, of which 13 are priority indicators included as targets in the current Business Plan.

14. Of the 53, 18 are annual measures and some are new indicators that are still being defined nationally.

   At year end, 19 of the remaining 35 indicators were on target, another seven were within 5 per cent, and seven have no targets set. Only two indicators were not on target; neither of these are priority targets.

15. The graph below shows the overall comparison between indicators on target, within 5% of target, and not on target. The shaded sections in each of the bars represent those that are priority indicators in each category.

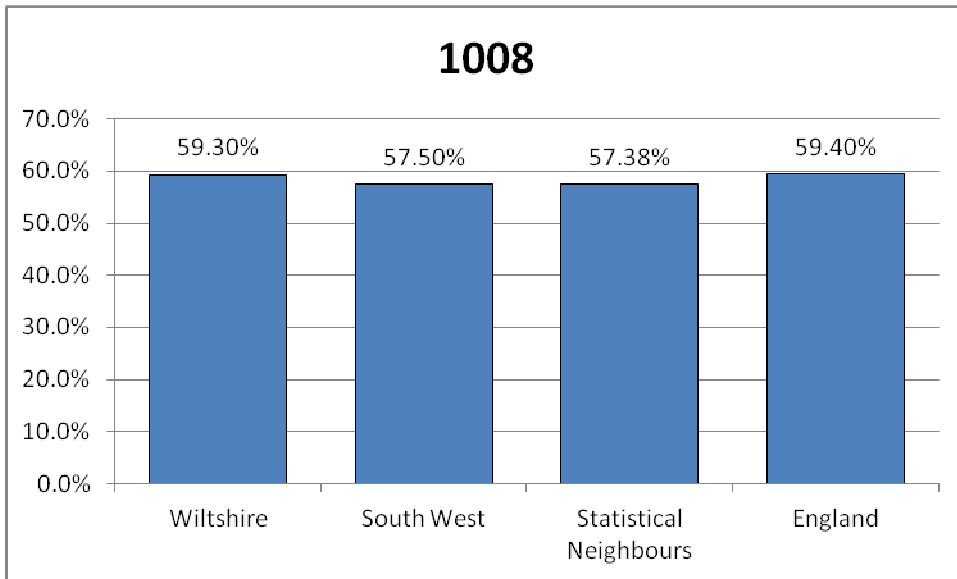   **Summary of indicators** - on target (green), within 5% (amber) and not on target (red)
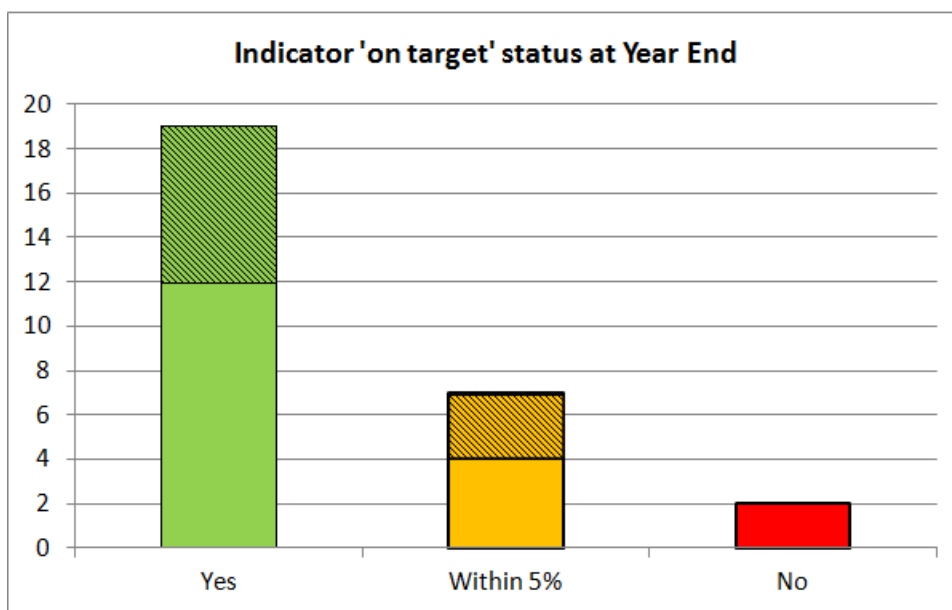
16. Over two thirds (74%) of the indicators have hit their target or are within 5% of doing so.
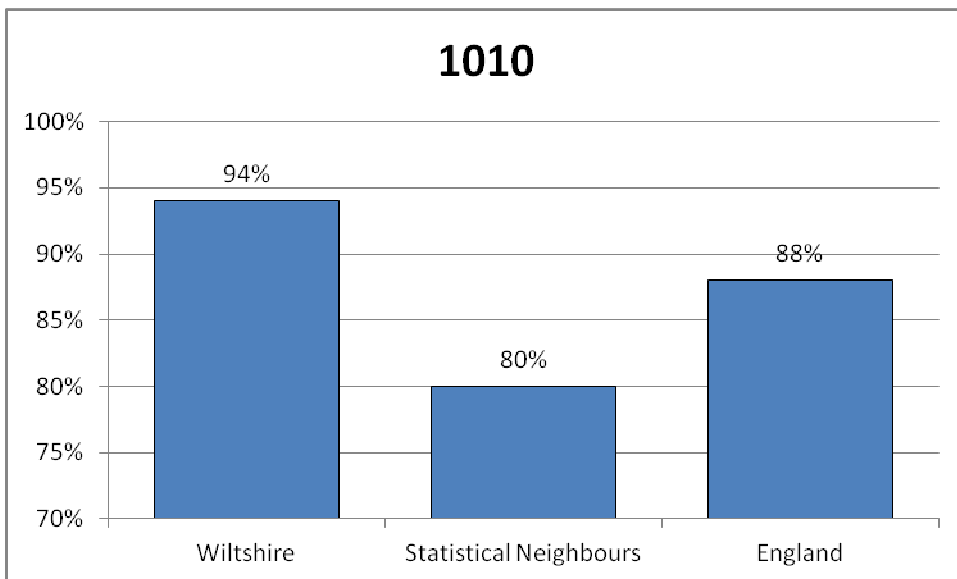
17. For two of the seven indicators which are within 5% of their target (amber), comparative data shows that Wiltshire compares favourably against the averages for both other South West authorities and our statistical neighbour authorities. This applies to the indicators shown in the graphs below:

Indicator 1008 - 5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths).

1008

A bar chart titled "1008" showing percentages for four categories:
- Wiltshire: 59.30%
- South West: 57.50%
- Statistical Neighbours: 57.38%
- England: 59.40%

The y-axis ranges from 0.0% to 70.0% in 10% increments.

Indicator 1010 - Care leavers in suitable accommodation

1010

A bar chart titled "1010" showing percentages for three categories:
- Wiltshire: 94%
- Statistical Neighbours: 80%
- England: 88%

The y-axis ranges from 70% to 100% in 5% increments.

Currently, there is little comparative data available due the proximity to year end of the production of this report. There is likely to be further comparative data available later in the year and this will be provided in future update reports.

18. Full details of all the results including comments and narrative are included in the Business Plan Scorecards (Annex 1). The highlights include;

- Wiltshire and South Gloucestershire have formed the partnership "Great Western Broadband" (GWB) and are working jointly with BT to deliver the superfast broadband network. This brings benefits of efficiency and sharing of expertise and overall reduction in the costs of managing the project.

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- We have supported 280 more older people who needed care and support in 2012/13 (than in 2011/12). We were able to do this for two reasons; first, the council invested in adult care services reflecting Wiltshire's changing demographics that show the growth in the number of older people as 15 per cent higher than the national average; and secondly these services have been redesigned to be more efficient and to help people stay healthy and independent, living in their own homes for longer.

- The business plan has a target to achieve completion of 1800 new affordable homes between 2011 and 2015. To date (for the first two years) a total of 1337 affordable housing completions have been achieved and we are on track to exceed the 1800 target.

- Figures from VisitWiltshire for this year demonstrate 102 new jobs were created as a result of tourism investment. In addition, 350 jobs will result from the forthcoming redevelopment of the Bowyers site in Trowbridge and 200 new jobs as a result of securing the University Technical College for Wiltshire.

- Recently released obesity figures show that Wiltshire has a statistically significantly lower percentage of obese children than England. Wiltshire had the third lowest percentage of obese children in reception out of the 14 areas in the South West. Public Health continues to commission work within early year's settings that will contribute to a decrease in overweight and obesity in reception year.

- We have achieved significant improvement on last year for both recycling and waste sent to landfill. In the case of recycling there has been an increase of 5 per cent and a decrease of 4.3 per cent in the amount of waste sent to landfill. This is due to the positive tonnage returns from new service changes and we remain comfortably above target levels.

- 32 out of 34 care leavers were in suitable accommodation which equates to 94 per cent. This is higher than the national position of 88 per cent and that of our comparator authorities (80 per cent). The high percentage of young people in suitable accommodation is evidence of Wiltshire's commitment to supporting young people by ensuring that there is a range of housing options available.

Areas for improvement (see full comments in Annex 1 for action being taken)

- The Family Placement Team continues to work to achieve an increase in the percentage of children in care accommodated in-house, but this remains below target.

- Performance at the end of key stage 4, whilst currently slightly off target, remains within 5 per cent of the target and above the national average. The main factor in the slightly lower performance relates to a fall in results for English GCSE as a consequence of the changes in grading between the January and June exams series.

- The road maintenance backlog, whilst being broadly on target for 2012/13, is showing an increase on 2011/12. This is largely due to the prolonged severe weather conditions that resulted in road repairs being delayed. It is therefore rated as Amber (within 5 per cent). It is anticipated that, subject to any changes in policy, we remain on target to achieve the required levels for 2013/14 based on current information and the highway maintenance budget for next year.

- Following the Ofsted safeguarding inspection in March 2012 there has been a significant increase in the number of initial and review child protection conferences held during 2012/13. A child protection conference is a multi-agency forum arranged to enable practitioners involved with the child and family - along with the family members - to assess all relevant information and plan how best to safeguard and promote the welfare of the child. This increase in activity has had an impact on the timeliness of review conferences but additional permanent capacity has now been put into the child protection conferencing service (recruitment of two additional child protection chairs) to address this. This represents one element of an ambitious improvement journey for our safeguarding services.

  To assess progress with improving the quality of safeguarding children, we invited a Safeguarding Peer Review team to assess our work in January 2013. The review concluded that safeguarding is a top priority for the council (and our partners) and that there is evidence of considerable commitment to change working practices and culture. The case records review found that there had been improvement in the quality of child protection practice in recent months. No child or young person was found to be at risk of significant harm. It was noted that a strong commitment to achieving the safeguarding improvement plan was evident throughout the peer review process.

  Ofsted inspected the Adoption Service in March 2013 and judged it to be "Adequate". Inspectors found that *"Wiltshire Council provides an effective, well managed and improving service"* and stated that there are *"a number of strengths and elements of good practice"*. It also commented that *"one particularly strong feature is the fact that the authority does not readily give up on plans for adoption when children prove hard to place. Instead staff and managers work together creatively to bring about positive outcomes for children".*

Indicators with results available later in the year

19. There are 18 measures for which results are not available until later in the year and these are detailed in Annex 1 together with expected availability dates. For some of these indicators, additional contextual information has been provided and this is shown below.

Indicator 1028: Lower carbon emissions by 11,823 tCO2 by Mar 2015:
In December 2012 central government announced changes to the CRC (carbon trading) scheme. Detailed guidance on implementation is still awaited, but the overall impact is to reduce the extent of emissions covered by the CRC and therefore our financial liability under the CRC over the long term. State funded schools will be removed from the scheme from 2014/15 and the cost of allowances has now been confirmed. In 2014/15 the unit price will be £16 per tCO2, subsequently increasing with RPI. With CRC emissions coverage reduced and the rate of increase in allowances reduced, our CRC cost projections are considerably lower than previously anticipated. For example, we were projecting that in 2020 our CRC liability would be £1.75m, whereas it is now projected to be £405k. Over the last three years, the council has invested in energy efficiency measures across its services. This includes working with existing corporate and schools buildings as well as the emerging campuses, street lighting and fleet. Measures range from combined heat and power, to low energy lighting, and installing biomass boilers (renewable, low-carbon energy). A shortfall in performance has been projected (previously reported) and a review of our Carbon Management Plan has begun. Other areas of work include exploring options for low-carbon new school builds and a sustainable procurement policy.

Indicators: 1077 and 1078 Overall life expectancy.
1079 and 1080 Reduce health inequalities:
In Wiltshire, life expectancy continues to increase for both males and females and is better than the SW and England averages. However, there is a lower life expectancy for both men and women in Wiltshire's most deprived areas: 6.6 years lower for men and 3.8 years lower for women in the most deprived areas compared with least deprived areas. Although not generally a deprived area, Wiltshire has pockets of deprivation including five local areas that lie amongst the 20% most deprived in England. In addition, aspects of rural deprivation are difficult to quantify yet are of particular relevance in this county. This is low compared to other areas (within the SW and nationally) but, nevertheless, represents clear inequalities in health outcomes within the local population.
Many major conditions are strongly correlated to deprivation as are the lifestyles that contribute to them. Among the interventions that are evidenced to reduce the life expectancy gap are smoking cessation; statin therapy, use of anti hypertensives and early detection of cancer. The transfer of Public Health responsibilities to Wiltshire Council in April 2013, and ring fenced budgets will enable a continued focus on health inequalities.
Public Health Wiltshire has programmes in place to improve overall life expectancy and reduce life expectancy inequalities via Wiltshire Council activity, and through joint working with Wiltshire CCG and other partners. There is considerable work being undertaken with GPs and pharmacies to provide local health awareness events targeted at particular groups and geographical areas. All individuals are given lifestyles advice appropriate to their needs. People who have been found to have higher than normal blood pressure or cholesterol levels have been advised to visit their GP for further investigation.

Environmental Impact of the Proposal

20.   This is a year-end scorecard report and the proposals have no direct environmental impact, although measures are included for recycling, waste management and energy efficiency.

Equalities Impact of the Proposal

21.   This is a year-end scorecard report and the proposals have no direct impact on equalities.

Risk Assessment

22.   The council's risk management arrangements apply across all services and risk is overseen by the Corporate Risk Management Group (CRMG), which reports on significant risks to the corporate management team and Audit Committee. No risks arise as a result of this report, but it highlights action required to achieve targets and deliver the council's main programmes.

Financial Implications

23.   This is a year-end scorecard report and has no direct financial implications. Actions to address developments and savings arising from improved delivery are accounted for in other council reports and decisions.

Legal Implications

24.   There are no direct legal implications.

Options Considered

25.   There are no 'options to consider' in this report.

Proposal

26.   Cabinet is asked to note the year-end progress against the Business Plan 2011-15.

Robin Townsend
Interim Service Director, Executive Office

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Date of report: 13 May 2013

Appendices
Annex 1: Business Plan scorecards
Annex 2: Transformation Programme update

Wiltshire Council
Where everybody matters

Business Plan Scorecard Results to March 2013

Index

- Community Results Scorecard
- Council Performance Scorecard
- Measures to be added later

Scorecard Key:
H = High (good performance if actual is higher than target); **L** = Low (good performance if actual is lower than target)
3 yr trend: I = Improving; **W** = Worsening
On target: Y = Yes; **N** = No; **A** = Almost
Priority Indicators: Indicators listed in blue font are priority indicators

Community Results Scorecard to March 2013

	MEASURES TO MARCH										
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
	Invest in: Broadband										
1002	85% premises able to access superfast broadband by Dec 2015	H			50.6% Baseline	-	Baseline	-	85% Dec 2015	Carolyn Godfrey	Rural parts of Wiltshire do not currently have access to superfast broadband services, this equates approximately to 85,000 premises (homes/businesses). These premises would remain without access to superfast broadband without support from Wiltshire Council and national government. The current coverage and performance for Superfast Broadband in Wiltshire includes an average download speed: 11.8Mbps and superfast broadband availability of 50.6% Ofcom (2012). It should be noted that the Ofcom figures are average speeds and are more typical in the towns and not rural parts of Wiltshire. Availability of superfast broadband is expected to rise to approximately 61% by mid 2014 as BT and Virgin Media complete their published plans for their commercial rollout. In terms of target it is now anticipated that we will achieve a target of 91% by march 2016. The contract for superfast broadband was awarded to BT in January 2013. Wiltshire and South Gloucestershire have formed the "Great Western Broadband" (GWB) and are working jointly with BT to deliver the network in each local authority. Working together brings benefits of efficiency and sharing of expertise and overall reduction in the costs of managing the project. BT will focus upon achieving the greatest coverage for the specified investment by 2016 and work has now begun to plan the rollout of the network.
	Protect and Safeguard Vulnerable Children										
1005	5% increase in children in care receiving high quality local placements: use of in-house foster carers (proportion nights)	H	62.8	59.2	55.1	W	68	A	68	Fiona Fitzpatrick	The Family Placement Team has been unable to achieve the expected increase in the percentage of children accommodated in-house as the increase in carers/bed availability has not increased at the same rate as the number of children coming into care. In addition, placement services are experiencing an increase in requests for parent and baby placements. This has been identified as a recruitment priority and the recruitment strategy has been revised accordingly. Considerable work has taken place working closely with communications to raise the general profile of fostering for Wiltshire Council and we are now better placed to deliver targeted recruitment. Scrutiny of referrals and placements made is being undertaken to ensure that in all cases children are placed in in-house provision should it be available before independent foster agency placements are sought. Ongoing service development is underway to improve the skill base and resilience of in-house foster carers which will

Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
											improve retention and capacity of approved mainstream carers.
	Invest in: Children's Attainment										
1007	5% more 11 year olds will get Key Stage 2 L4+ by 2015 (Maths and English)	H	75%	75%	78%	I	76.2%	Y	79.2%	Stephanie Denovan	Performance at the End of Key Stage 2 continues to be a priority and this has led to the improvements secured to date. In 2012 performance in Mathematics was not as strong as English and as a consequence this impacted on our comparator performance in relation to both national and statistical neighbours. A number of targeted actions have been put in place to support schools to continue to improve their performance in the core subjects, especially Mathematics.
1008	5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)	H	55.8%	60.0%	59.3%	I	61%	A	63%	Stephanie Denovan	Performance at the end of key stage 4, whilst currently slightly off target, remains within 5% and above the national average. The main factor in the slightly lower performance relates to a fall in the performance of English GCSE as a consequence of the changes in grading between the January and June exams series. Secondary schools have been reviewing their English marking and ensuring that staff are now marking and grading to the new expectations.
	Protect and Safeguard Vulnerable adults										
1015	14% increase in the number of older people receiving our services - advice and services for the rising number of older people	H	8,720	9,283	9,600	I	9,405	Y	9,939	James Cawley	The current Business Plan states we would help 9405 older people who needed care and support in 2012/13. By 31 March 2013 9563 people have been helped - 158 more than the target and an additional 280 more than in 2011/12. We were able to support more people this year for two reasons. First, the council invested in care services because we know Wiltshire's population is getting older. Second, we have designed new services that are more efficient and that are designed to help people stay healthy and independent and in their own homes for longer and so need less care. This indicator measures the number of people helped, from an assessment with some advice and information to intensive services for people who need a great deal of help. It also helps us to understand of the number of people in Wiltshire who need help. Wiltshire began to develop new services for older people in 2008 and there are two parts: **1. Accommodation Strategy** - a seven-year programme building specialist housing and care homes to meet the needs of Wiltshire's residents in the 2020s. **2. Redesigned services for older people** who need help to live independently in their own home. The plan was to help more people without increasing our spending at the rate of growing demand. The Accommodation Strategy and Help to Live at Home works to help people to regain their independence following illness or injury and then to stay independent for as long as possible. In quarter 4, "Initial Support," (where people begin the Help to Live at Home service), helped 57% of people to manage without long term services after an average of five weeks' support.

MEASURES TO MARCH											
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
	Invest in: Housing										
1018	1,800 new affordable homes by Mar 2015 (ave 450 pa)	H	648	626	711	I	450	Y	450	James Cawley	The business plan target is to deliver 1800 homes between 2011 and 2015. To date, over the first two years of the business plan, a total of 1337 affordable housing completions have been achieved (626 + 711). We are on track to exceed the business plan target. Of the 711 completions in 2012/13, 510 homes have been for rent and 65 for shared ownership delivered in partnership with Registered Providers – a mixture of units achieved through negotiating planning gain on larger strategic sites and smaller rural schemes. The remaining 136 have been delivered as a result of low cost home ownership initiatives funded by the government allowing purchasers to buy an open market property at 80% of open market value (firstbuy and homebuy direct).
1019	Affordable homes include 250-350 for rent from PFI	H			71	-	-	-	242	James Cawley	It is expected that a total of 242 new affordable homes will be delivered through the housing PFI project of which 71 were completed by the end of March 2013 (included in the overall total of 711). This is a significant achievement as the PFI contract was not signed until December 2011. It is anticipated that the majority of the remaining PFI homes (171) will be completed during 2013/14.
	Economy and Unemployment										
1023	Help create 6,000 additional jobs by Mar 2015	H	455	991	4,429	-	3,500	Y	6,000	Alistair Cunningham	Figures from VisitWiltshire for this year demonstrate 102 new jobs created as a result of our tourism investment, 350 jobs will result from the redevelopment of the Bowyers site in Trowbridge and 200 new jobs a result of securing the University Technical College for Wiltshire. The Business Support Service is now starting to generate jobs and create new businesses.
1024	Help safeguard 8,000 existing jobs by Mar 2015 [The target/actual figures for this indicator are now being reported on a cumulative basis to provide a more accurate picture]	H	370	2814	4,997	-	4,500	Y	8,000	Alistair Cunningham	Jobs have been safeguarded and will be created as a result of securing investment for Porton Science Park, the University Technical College, Castledown Business Park and the Bowyers site in Trowbridge as well as support for a number of major businesses with funding bids, business support and advice and planning support.
	Invest in: Highways										
1025	Reduce the roads maintenance backlog by 10% by Mar 2015 (£)	L	£59.1m	£53.8m	£56.5m	I	£56.2m	A	£53.2m	Parvis Khansari	Broadly on target for 2012/13, but showing increase over 2011/12 actual. Consequently RAG status rated as Amber. Anticipated that, subject to any changes in policy, we will be on target for 2013/14 based on current information and highway maintenance budget for next year. 'A' and 'C' Class roads showing significantly reduced backlog, but unclassified roads showing increase.
	Invest in: Waste Management										
1026	Recycle 50% of our waste by Mar 2015 (Figures are monthly cumulative figures rather than actual)	H	41.4%	42.8%	46.8%	I	45%	Y	50%	Tracy Carter	We have achieved significant improvement on last year (an increase of 5%). This is due to the positive tonnage returns from the new service changes.

Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
1027	Reduce waste being landfilled to 25% by Mar 2015 (Figures are monthly cumulative figures rather than actual)	L	37.5%	36.6%	31.7%	I	35%	Y	25%	Tracy Carter	We have achieved significant improvement on last year (a decrease of 4.3%). This is due to the positive tonnage returns from the new service changes.

Council Performance Scorecard to March 2013

Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
MEASURES TO MARCH											
Protect and Safeguard Vulnerable Children											
1009	More children in care get 5 A*-C GCSEs (or equivalent)	H	16%	4%	17.1%	I	25%	A	32%	Fiona Fitzpatrick	Whilst the result is below the target set - it is a significant improvement on last year's figure of 4% and is better than the national average. Those young people in the cohort who were identified as being able to achieve 5 A*-C GCSEs or equivalent, including English and Maths, did so. They were supported prior to and throughout the exam period by the Virtual School.
1010	Care leavers in suitable accommodation	H	97.1%	94.7%	94%	W	95%	A	95%	Fiona Fitzpatrick	32 out of 34 care leavers were in suitable accommodation which equates to 94%. This is higher than the national position of 88% and that of our comparator authorities (80%). The high percentage of young people in suitable accommodation evidences Wiltshire's commitment to supporting young people through ensuring that there is a range of housing options available.
1011	Care leavers in suitable education, jobs or training	H	65.7%	39.5%	44%	W	72%	N	72%	Fiona Fitzpatrick	See detailed comment below
1012	Timely adoptions	H	100%	68%	85.7%	W	90%	A	90%	Fiona Fitzpatrick	Wiltshire children's services is committed to finding adoption placements for all children for whom adoption has been assessed as the appropriate permanence plan, irrespective of complexity. For a small number of children delay in progressing to adoption order has been necessary to promote placement stability and to ensure the best outcomes for the children are achieved. The percentage of children adopted who were placed within 12 months of the decision to adopt has again increased this month currently standing at 85.7% against a target of 90%. At 31st March, 12 out of 14 children adopted were placed within 12 months of the decision to adopt. A further 28 children were placed but are not yet adopted. Of these 28 children 23 (82%) were placed within 12 months of the decision. There remain a number of children for whom appropriate adoption placements have yet to be identified; this can be for a number of reasons such as age, challenging behaviour or complex health and disability. As a result of the improvements achieved since the dedicated home finder post has been established, it is planned to increase homefinder capacity during 2013/2014 to focus on those children who are harder to place. As these children now become adopted the scorecard returns will fluctuate over the next 12 months, senior managers have been made aware of these children and remain committed to supporting the plan for adoption.
1013	Safeguarding: initial assessments done in 10 days	H	73.0%	88.0%	31.3%	W	80%	N	80%	Fiona Fitzpatrick	See detailed comment below
1014	Safeguarding: child protection plan reviewed on time	H	100%	100%	97.4% (Provisio	W	100%	A	100%	Fiona Fitzpatrick	Following the Ofsted safeguarding inspection in March 2012, there has been a significant increase in the number of initial and review

MEASURES TO MARCH											
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
					nal)						child protection conferences held during 2012/13. During the year, the number of children subject to a child protection plan following an initial conference has almost doubled (from 170 children in March 2012 to 337 children in March 2013). This increase in activity has had an impact on the timeliness of review conferences. Some reviews were not held within timescales as the meeting was non quorate. Additional permanent capacity has now been put into the child protection conferencing service with the recruitment of two additional child protection chairs. All children who are subject to a child protection plan continue to receive support and help whilst the review conference is being organised.
	Invest in: Our Communities										
1021	Number of volunteers in the library service	H	new	670	684	-	325	Y	325	Niki Lewis	There are currently 684 library volunteers in total. These include 318 Community Library Volunteers and 366 added value roles – Home Library, Summer Reading Challenge, Computer Supporter and Rhyme time volunteers.
1022	Satisfaction with area boards	H	45%	51.7%	63%	I	55%	Y	65%	Niki Lewis	22% increase in public satisfaction with area boards.
1081	Opening hours (per week) supported by volunteers at Level 2 libraries (Box, Durrington, Ludgershall, Lyneham, Market Lavington, Netheravon, Purton, Ramsbury and Tisbury)	H	new	135	137	-	94	Y	94	Niki Lewis	In 2012/13 volunteers continued to help support the opening of level 2 libraries. Unplanned closures were kept to a minimum and occurred only when volunteers were unable to attend their session and replacement volunteers were unavailable. On average volunteers supported 137 opening hours per week, exceeding the target of 94 hours per week throughout the year.
1082	Opening hours (per week) supported by volunteers at Level 3 libraries (Aldbourne, Cricklade, Downton, Mere, Pewsey and Wilton.)	H	new	45.5	45.75	-	34	Y	34	Niki Lewis	In 2012/13 volunteers continued to help extend the opening hours at level 3 libraries. Unplanned closures were kept to a minimum and occurred only when volunteers were unable to attend their session and replacement volunteers were unavailable. On average volunteers supported 45.75 opening hours per week, exceeding the target of 34 hours per week throughout the year.
	Economy and Unemployment										
1029	Helping business: sites brought forward	H		0	2	-	2	Y	5	Alistair Cunningham	This indicator has a target of 2 sites for this year and 3 for the final year. A cumulative target of 5 sites. £2m funding has been secured for the Castledown Business Park to bring forward Phase 2 of the site and £10m for the Porton Science Park.
1030	Helping business: incubation centre facilities created	H		0	2	-	2	Y	4	Alistair Cunningham	Incubation space at Castledown, Ludgershall and at Ascot Court, Trowbridge is complete.
1031	Number of businesses assisted	H		768	1,265	-	1,250	Y	2,500	Alistair Cunningham	The service continues to provide an extensive range of business support, primarily through the new Business Support Service which has been established to offset the loss of Business Link to support start-up and pre-start business. The Wiltshire 100 programme is building stronger partnerships with Wiltshire's leading businesses and helping to secure sustainable jobs and investment in the county, contributing to the economic

	MEASURES TO MARCH										
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
											growth objectives of Wiltshire Council, Enterprise Wiltshire, and Swindon & Wiltshire LEP.
1083	Number of people helped with skills (T)	H	1,046	2,299	2,057	I	Monitors trend- no target	-	Monitors trend- no target	Alistair Cunningham	Cumulative over three years is 5,402. There are currently a wide variety of projects being delivered which contribute to the success we have achieved in helping people with skills. These involve a wide number of partners and include Employability & Informal Skills Development Programme, Project IMPRESS, Leonardo Work Placements Abroad, Apprenticeships, Wheels to Work, DWP Work Experience, Project Achieve amongst others. Remaining projected outputs from current work: 526 from the Employability & Informal Skills Development Programme 272 from Project IMPRESS 20 from Leonardo Work Placements Abroad 227 from Wiltshire Apprenticeship Campaign & In-Council Apprenticeship Programme 367 from New Futures Total skills pipeline = 1,412
1084	Number of people placed into work (W)	H	435	310	697	I	Monitors trend- no target	-	Monitors trend- no target	Alistair Cunningham	Cumulative over three years 1,442 In addition to the projects helping with skills we have also helped nearly one and half thousand people into work. These activities include the projects mentioned above as well as Action for Wiltshire Flexible Support Fund, Project Inspire, Project Achieve, Apprenticeship Programme, DWP Sector Based Work Academies amongst others. Remaining projected outputs from current work: 74 from the Action for Wiltshire: Flexible Support Fund 113 from the Wiltshire Apprenticeship Campaign & In-Council Apprenticeship Programme Total help into work pipeline = 187
	Invest in: Highways										
1033	The average days taken to repair a pothole	L	5.2	8.6	6	W	10	Y	10	Mark Smith	The Council's System Thinking Review of Local Highways and Streetscene has continued throughout 2012/ 13. The review has focused on meeting the needs of the highway asset and the needs of the local community. New ways of working and trials of different maintenance materials have continued to improve services and drive efficiencies. This indicator is the average time taken to repair a pothole only. When the defect reports are run immediately after each quarter these figures are at best an early indicator of performance as completed defects will be added many months after the reporting date giving a different figure at a later date for the same period.
	Invest in: Leisure Services										

MEASURES TO MARCH											
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
1034	The number of visits to our leisure centres (000)	H	3,364	3,163	3,291 (draft)	W	3,320	Y	3,660	Mark Smith	Whilst there is a 3.89% increase on the number of visits to the leisure centres this year from last year the figures show a 0.8% below target. These figures exclude attendances from two leisure centres that when added it is anticipated should meet if not exceed the target.
	Other										
1004	The percentage of budgeted savings achieved	H		100%	100%	-	100%	Y	100%	Michael Hudson	
1041	Customer telephone call connection rates of 90%+	H	92.6%	88.3%	92.1%	W	90%+	Y	90%+	Jacqui White	Above target 90% for year
	Public Health measures										
1042	Hospital admissions - alcohol related (/100,000)	L	1,621	1,615	1,617	I	1,615	Y	-	Maggie Rae	According to the Local Alcohol Profiles for England (LAPE), we have seen a stabilisation of alcohol related hospital admissions. However, according to our analysis of admissions over the period February 2012 - January 2013, we have seen an increase in admissions over this period. The proxy measure indicates a rate of 1,617 per 100,000. Wiltshire's rates remain lower than the South West and England rates. Plans are in place to focus on early identification of alcohol misuse in the community in 2013/14. The PHOF indicator for alcohol related admissions is still being worked on so no baseline data available. Current model - data provided by LAPE using Hospital Episode Statistics and attributable fractions.
1043	Reduction in proportion of children aged 4-5 classified as obese [NB the definition of this indicator has changed and now reflects the reduction in the proportion of children classified as obese – this means that a higher % figure now indicates better performance]	H	22.7%	21.3%	20.3%	I		-	-	Maggie Rae	Childhood obesity – indicator amended to align to measure in the Public Health Outcomes Framework (PHOF) – historic performance has been updated. A reduction target is shown. No new targets profiled yet. Coverage rates have increased from 90.6% in 2009/10, to 95.5% in 2011/12 (higher coverage than England and South West averages), at the same time as we've seen a decrease in the % of obese and overweight children. In 2011/12, 7.4% of Wiltshire Reception pupils measured was found to be obese compared to 9.5% for England. Wiltshire had the third lowest percentage of obese children in Reception out of the 14 areas in the South West. Public health continues to commission work within early year's settings that will contribute to a decrease in overweight and obesity in Reception Year.
1044	Reduction in proportion of children aged 10-11 classified as obese [NB the definition of this indicator has changed and now reflects the reduction in the proportion of children classified as obese – this means that a higher % figure now indicates better performance]	H	29.8%	30.4%	29.6%	I		-	-	Maggie Rae	Childhood obesity – indicator amended to align to measure in PHOF – historic performance has been updated. A reduction target is shown. No new targets profiled yet. Coverage rates have increased from 88.1% in 2009/10, to 93.6% in 2011/12 (higher coverage than England and South West averages), at the same time as we've seen a decrease in the % of obese and overweight children. In 2011/12, 15.9% of Wiltshire Year 6 pupils measured were found to be obese compared to 19.2% for England. This places Wiltshire in the middle of 14 areas in the South West where obesity prevalence in Year 6 pupils spans 14% to 19.6%. Public health continues to commission work that will contribute to a

MEASURES TO MARCH										
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Good Performance = high/low	2010/11 Actual	2011/12 Actual	2012/13 Actual	3 yr trend	2012/13 Target	On target?	2014/15 target	Lead officer	Comments
											decrease in overweight and obesity in Year 6.
1046	Drug users in effective treatment (rolling 12 months ave.) OCUS = Opiate and Crack users Number of successful completions for opiate and crack users not returning within a 12 month period	H	All Drug Users as of Q4 723 (OCUs 661)	All Drug Users as of Q4 744 (OCUs 627)	730 (Q3)	-	To maintain current perform ance	-	-	Maggie Rae	The number of people in effective treatment has dropped slightly in 2012/13, after rising quite sharply during 2010/11 when services for non opiate users were established. A new integrated substance misuse has been commissioned and we expect to see outcomes continuing to improve once it is fully embedded. The data does not include people where alcohol was the primary drug as this was not collected by the NTA in previous years. From 2013/14 the new PHOF indicator is the number of people successfully completing treatment.

Note: the header row spans two header columns — "Share Point 2010 Ref", "Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD", "Good Performance = high/low", "2010/11 Actual", "2011/12 Actual", "2012/13 Actual", "3 yr trend", "2012/13 Target", "On target?", "2014/15 target", "Lead officer", "Comments".

Comments on Council Performance Scorecard: Results that are not on target (No)

Ref 1011 – Care leavers in suitable education, jobs or training
Target: 72%, Actual: 44%
Reason not on target and what we are doing:
This indicator measures what care leavers are doing at age 19. Of those who are not in education, employment or training (19 out of 34) 5 young people have physical or mental health issues preventing them from engaging in education, employment or training. 3 are pregnant/young mothers and 8 are actively seeking work with the support of their Personal Advisers. However 3 young people are currently not engaging with the local authority therefore the frequency of contact with them has been increased in order to remind them of the support that they are entitled to. We have dedicated Personal Adviser support in place for Care Leavers. Key initiatives in place to support young people are as follows:
• The Care2Work work plan has received national recognition through the award of the National Care Advisory Service Quality Mark, awarded at the beginning of February 2013. This is a prestigious award and recognises the innovative work of Wiltshire Council in securing better opportunities for Care Leavers to become employable through engagement in education or training. Feedback from the NCAS Board has highlighted some key aspects of the work plan which has particularly impressed and requested that our work plan is used as an exemplar of excellent practice to other authorities.
Some of those include:
• The council is identifying what additional action it can take as an employer (e.g. Positive Action) to improve access to apprenticeship and job opportunities for Looked after Children and Care Leavers.
•Councillors from the Corporate Parenting Panel have been trained as mentors for Care Leavers who are not in education, employment or training. In addition the corporate director with responsibility for children's services is mentoring a Care Leaver who has been NEET.
•A Care Leavers' Work Experience Working Party has been set up to enable Care Leavers to experience a work placement within the council. This working party includes young people. Work Experience placements will be functional by the end of May and the pilot will be evaluated at the end of July, to prepare to roll out for a wider range of placements in September.
•The Virtual School head teacher is now responsible for the education of Care Leavers from 16 years of age and Virtual School officers have started to work proactively with this cohort from January 2013.

Ref 1013 – Safeguarding: initial assessments done in 10 days
Target: 80%, Actual: 31.3%
Reason not on target and what we are doing:
Child protection issues are prioritised and pursued immediately and social workers are proactively working towards meeting deadlines, whilst ensuring timely and robust decision making. Whilst the cumulative figure for this indicator for the year is 31.3%, the figures for assessments started in March show that 42% were completed in 10 days and 63% were completed in 15 days. The revised Working Together statutory guidance removes the requirement to have separate initial and core assessments replacing this with a single assessment. The expectation is for this single assessment to be completed within a maximum of 45 days, with a greater focus on professional judgement informing appropriate timeliness in line with Eileen Munro's recommendations.

Community Results Scorecard – results available later

MEASURES - results available later										
Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	Priority Indicator	Good Performance = high/low	2010/11 Actual	2011/12 Actual	3 yr trend	2012/13 target	2014/15 target	Lead officer	Data available
Living in Wiltshire										
1001	Percentage of people satisfied with their local area	N	H	no survey	90%	I	-	-	Maggie Rae	Local survey
Protect and Safeguard Vulnerable Children										
1006	Children with non-accidental injuries/10,000 children	N	L	109.3	102.2	I	-	-	Amy Bird	June 2013
Protect and Safeguard Vulnerable adults										
1016	Good quality of life of people who use social services	N	H	19.4 (best in IPF group)	18.8	-	Tbc	-	James Cawley	Provisional June / Official 2014
Invest in: Our Communities										
1017	Level of participation in regular volunteering	N	H		28.4%	W	-	-	Niki Lewis	Local survey 2013/14 next result
Invest in: Energy Efficiency										
1028	Lower our carbon emissions from April 2010 to Mar 2015 by 11,823 tCO2	Y	H	742 reduction	1,118 reduction			11, 823 tCO2 reduction	Alistair Cunningham	Due July
Public Health measures										
1045	Hospital admissions of older people due to falls	N	L	3,129	3,077	I	3,077		Maggie Rae	Summer 2013
1077	Life expectancy – males *(yrs)*	N	H	79.5	79.6	I	79.6		Maggie Rae	Summer 2013
1078	Life expectancy – females *(yrs)*	N	H	83.5	83.7	I	83.7		Maggie Rae	Summer 2013
1079	Reduce health inequalities – males *(yrs between most and least deprived)*	N	L	5.8	6.6	W	6.6	4.47	Maggie Rae	Summer 2013
1080	Reduce health inequalities – female *(yrs between most and least deprived)*	N	L	3.9	3.8	W	3.8	2.84	Maggie Rae	Summer 2013

Council Performance Scorecard – results available later

| Share Point 2010 Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	Priority Indicator	Good Performance = high/low	2010/11 Actual	2011/12 Actual	3 yr trend	2012/13 target	2014/15 target	Lead officer	Data Available
MEASURES - results available later										
	Overall									
1003	Percentage of people satisfied with the council	N	H	No survey	55.9%	I			Maggie Rae	Local survey
	Invest in: Our Communities									
1020	Environmental and youth spend by area board	N	H				Due mid 2013		Michael Hudson	Mid 2013
	Invest in: Energy Efficiency									
1035	Units of energy used by the council: Electricity	N	L	57,705,401 kwh	56,667,040 kWhs				Alistair Cunningham	July
1036	Units of energy used by the council: Natural Gas	N	L	61,132,670 kwh	56,590,159.24 kWhs				Alistair Cunningham	July
1037	Units of energy used by the council: LPG [NB Liquid Gas is measured in both KG and Litres by different suppliers but for our CRC submissions they are all converted into litres]	N	L	156,012 litres	124,033 litres				Alistair Cunningham	July
1038	Units of energy used by the council: Oil.	N	L	1,829,806 litres	1,572,442 litres				Alistair Cunningham	July
1039	CRC (carbon tax) costs avoided	N	H						Alistair Cunningham	Year End 2013/14
1040	Reduce carbon emissions by 40% (WTP estate)	N	L						Mark Stone	Year End 2013/14

Annex 2: Programme Status

Key
- ❌ Red - major issue for escalation
- ⚠️ Amber - major issue, mitigation plan in place
- ✅ Green - on time, to quality and budget
- ✔️ Blue - Project complete
- ⓘ Grey - Suspended
- ⚪ White - Project not started

Programme	On Time	On Quality/ Performance	On Budget	Resource in place	Overall Status
Economy & Employment (Investment - Action for Wiltshire)	✅	✅	✅	✅	✅
Local Development Framework (LDF) (Investment)	✅	✅	✅	⚠️	✅
Wiltshire Online (Super-fast broadband) (Investment)	✅	✅	✅	✅	✅
Campus (Transformation)	✅	✅	✅	⚠️	✅
Capital Maintenance (Transformation)	⚠️	✅	✅	✅	✅
Cloud Programme (Transformation)	✅	✅	✅	✅	✅
Development Services Transformation Programme	⚠️	✅	✅	✅	✅
Education Capital (Transformation)	✅	✅	✅	✅	✅
Housing Management Programme (Transformation)	✅	✅	✅	✅	✅
Hubs and Depots (Transformation)	✅	✅	⚠️	✅	✅
Information Services (Transformation)	✅	✅	✅	⚠️	✅
Knowledge Management (Transformation)	✅	✅	✅	✅	✅
Localism (Transformation)	✅	✅	✅	✅	✅
Procurement (Transformation)	✅	✅	✅	✅	✅
SAP Development (Transformation)	✅	✅	✅	✅	✅
Service Reviews and Systems Thinking (Transformation)	⚠️	⚠️	✅	✅	✅
Strategic Partner and Employee Engagement (Transformation)	✅	✅	✅	✅	✅
Waste Transformation (Transformation)	✅	✅	✅	✅	✅

Note re 'Amber' issues:

The review elements identified as 'Amber' above are described in more detail in a monthly Programme status report to Cabinet and CLT. They will be regularly reviewed by the Service Directors for Transformation and for the Executive Office, to ensure the mitigation is appropriate and that they remain on target and on schedule.

Head of Corporate Programme Transformation.   Status: March 2013

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Cabinet

18 June 2013

Subject:	**Adoption Agency Six Month Report**
Cabinet member:	**Councillor Laura Mayes – Lead Member for Children's Services**
Key Decision:	**No**

Executive Summary

The Adoption Statutory Guidance requires Adoption Agencies to monitor their performance and provide reports to the executive of the local authority every six months about children who are in the care of their local authority and who are waiting to be placed with adoptive families. Wiltshire Council is a registered Adoption Agency, approved by the Department for Education (DfE).

The Adoption Agency six month report and accompanying appendices outline the work and provide detail on the performance of the Adoption Agency from the 1st October 2012 to the 31st of March 2013. This report follows on from the Adoption Agency annual and 6 monthly report presented to Cabinet on 22nd January 2013.

The latest Adoption Scorecard was published in November 2012. The Scorecard is attached to this report as Appendix 1 and demonstrates improvements across all 4 key measures.

Wiltshire's Adoption Service is included within the Safeguarding Improvement Plan (SIP).
A robust Permanency and Adoption Improvement Plan has been in place since May 2012, recurrently scrutinised at the Safeguarding Improvement Board (SIB) and the Safeguarding and Looked After Children Operational Group (SLOG). Improvements have been noted across the service in respect of Adoption and Permanence planning

Wiltshire Adoption Service was inspected by Ofsted in March 2013 and the overall effectiveness was judged to be 'Adequate'. To achieve an 'Adequate' judgement Wiltshire was able to evidence that every standard and requirement had been met. Inspectors reported that '*Wiltshire Council provides an effective, well managed and improving service'*.

Proposals

That Cabinet:

- **notes and accepts the contents of the Adoption Agency report and**

- **endorses Ofsted recommendations Action Plan as set out in Appendix 3.**

Reason for Proposal

The 2011 Statutory Adoption Guidance and the 2011 Adoption Minimum Standards place a requirement on local authority adoption services to ensure that the executive of the Council receives a written report on the management, outcomes and financial state of the adoption agency to satisfy themselves that the agency is effective and is achieving good outcomes for children and/or service users. They must also satisfy themselves that the agency is complying with the conditions of registration (Minimum Standard 25.6; Statutory Adoption Guidance 3.3, and 5.39).

Carolyn Godfrey
Corporate Director, Children's Services

Wiltshire Council

Cabinet

18 June 2013

Subject:	**Adoption Agency Annual Report**
Cabinet member:	**Councillor Laura Mayes – Lead Member for Children's Services**
Key Decision:	**No**

Purpose of Report

1.   The purpose of the report is to ensure that the Executive of the Council is satisfied that the Adoption Agency is effective and achieving good outcomes for children, young people and service users, as required by the 2011 Statutory Adoption Guidance and the 2011 Adoption National Minimum Standards.

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

Background

3.   Wiltshire Council is a registered Adoption Agency, approved by the Department for Education (DfE) to provide services, which include:

- deciding whether a child should be placed for adoption
- approving people as prospective adoptive parents
- 'matching' children with suitable adoptive parents
- arranging the adoption of children
- supporting adoptive placements before and after the making of an Adoption Order
- assisting adopted adults to find out information about their adoption
- assisting birth families wishing to seek information about an adopted relative

4.   The work of the Adoption Agency is underpinned by the Adoption and Children Act 2002 and the 2005 regulations informed by this Act. The aim of this Act is to improve outcomes for children needing adoption. It brought adoption legislation in line with the Children Act 1989 and placed adoption support provision onto the statute for the first time.

5.   The Adoption Agency Annual Report was presented to Cabinet on 22nd January 2013

"Cabinet noted that a number of new measures had been introduced in the past three years, resulting in significant improvements to the adoption service, and to the speed of the adoption process. However, it was also noted that the importance of the Council's duty of care to children in the adoption system meant that the right decision was a higher priority than a fast decision.

Resolved:
That Cabinet notes and accepts the contents of the report."

Main Considerations for the Council

DfE Improvement Notice

6. In September 2012, the DfE issued the Council with an Improvement Notice. The Improvement Notice addresses issues raised in the April 2012 Ofsted report on the inspection of Safeguarding and Looked After Children in Wiltshire and the recommendations made as a result of the Adoption Scorecard and Diagnostic Assessment.

7. In terms of adoption the Improvement Notice requires the Local Authority to work with their partners to take action as follows:

    a. *Adoption Services*

    b. *Within one month of the date of this Improvement Notice, the Council must agree a plan with the Improvement Board which will improve the performance of the adoption service and which addresses the concerns set out in the Outcomes UK Diagnostic Report and the Council's Adoption Scorecard. The plan must set out milestone and performance indicators which will improve the performance of the adoption service and reduce delay. Progress against the performance indicator standards, targets and timescales must be reported at each meeting of the Improvement Board and action taken to address performance concerns and where standards, targets and timescales are not being met.*

    c. *The Council should reduce the time taken to place a child for adoption from the point that the child comes into the care of the local authority. In doing so the council should work towards meeting the timescales set out in The Children Act 1989 Guidance and Regulations and Statutory Adoption Guidance revised in February 2011.*

8. A Permanency and Adoption Improvement Plan was developed in May 2012. Head of Service for Children in Care and Lead Commissioner for looked After Children provide regular progress reports to both the Safeguarding and Looked After Children Operational Group (SLOG) and Safeguarding Improvement Board (SIB). Independent chair of the Safeguarding Improvement Board, Mark Garvey, commented in the Second Report of the Independent Chair dated April 2013.

9. *'There is a substantial adoption improvement plan in place – the County have very properly constructed a whole service response to the need to improve permanency planning for children, both in terms of increasing numbers and speeding up the timescale for adoption and other permanent outcomes'.*

10. **Adoption Scorecard**

    Between 2012 and 2013 there has been a noted improvement in the Wiltshire Adoption Scorecard. The latest Scorecard was published in November 2012 is attached as Appendix 1. Midpoint performance management data as at 31st March 2013 reports that the average time between Wiltshire receiving a court order to place a child and deciding on a match to an adoptive family was 122 days compared to the national average of 195.

11. Similarly, up to 31st March 2013 the average time from a child entering care and moving in with an adoptive family was 630 days compared to the national average of 636.

12. Although improvements across the scorecard can be evidenced, these figures can and will fluctuate as Wiltshire continues to locate adopters for those children who because of complex health needs or challenging behaviour have been difficult to place thus far.

13. **Adoption Improvement Grant**

The Adoption Improvement Grant (AIG) is a Government initiative to fund and drive through Adoption reform. There is a national shortage of approved adopters especially those with the skill and knowledge to adopt large sibling groups, children with challenging behaviour and children with complex health needs or life limiting illnesses, and unquestionably too many children waiting too long to be adopted. The Grant is awarded for a 1 year period only. The grant allocation allows for local authorities to be creative in improving adoption services within their own boundaries and contribute to the deficit in approved adopters nationwide.

14.   Wiltshire's allocation is **£881,470 (Part A non ring-fenced)** plus **£188,960 (Part B ring-fenced)**.

15.   Part A (non ring-fenced) is available to support adoption reform, targeting funding at the entire adoption process and the specialist support children need.

16.   Wiltshire is required to spend Part B (ring-fenced) solely on adoption services. This is to incentivise local authorities to find more adopters and address structural problems with adoption recruitment.

17.   Key priorities for consideration to be funded from this grant include addressing our highest priority needs that being those children who are waiting for adoption through a high profile recruitment campaign, accessing voluntary and other agency resources, development of robust adoption support services in accordance with the government's adoption support passport initiative and strengthening of services across the piste. Front door knowledge and skill, legal support and advice, administration, adoption panel capacity are also included. There is much to be done in the time allotted, however work has already commenced on putting into action a strategy that will comply with the requirements contained within the grant allocation and have a longer term impact.

18.   **Ofsted Inspection**

On the 5th of March 2013, Wiltshire Adoption Service were subject to Ofsted Inspection. The framework for the inspection followed the Journey of the Child and timescales as set within the Adoption Scorecard.

19.   The report comments that Wiltshire provides an "effective, well-managed and improving adoption service". The report also states that outcomes for children are "rapidly improving" and 85 percent of children are now placed within 12 months of a decision that they should be adopted.

20.   The inspectors spoke to young people involved in the service who were very positive about the help provided. The report states that adopters feel valued by the service, young people feel safe in their placements and children and young people are very well prepared for adoption.

21.   The report highlights a number of improvements which have been made since the last inspection including the posts of home-finder which in the view of the inspectors has made a "positive impact." The service was given an "Adequate" rating as the service's recent developments and management systems need to be fully embedded. The report goes on to say "However the service has improved outcomes for children, in particular, in reducing delay in finding appropriate adoptive placements.

22.   The Inspectors acknowledged the strengths within the Adoption Team which they say *"comprises experienced, knowledgeable and resourceful staff who engage in high quality individual work with children and adults affected by adoption".* They also acknowledged the strengths and skills of staff across the service and commented positively on "quality" CPRs

which "means that the child's needs are identified and conveyed accurately", improvements in the timeliness of decisions and completion of Life Story work.

23. This report details the activity within the adoption agency for the period 1st October 2012 to 31st March 2013. The purpose of the report is to consider the adoption service's capacity to meet demand for adoptive placements, to detail services provided to prospective adopters and the provision of adoption support services. The report will also look at the role and function of Wiltshire Council Adoption Panel.

1. The 2011 Adoption Minimum Standards can be accessed at https://www.education.gov.uk/publications/eOrderingDownload/Adoption-NMS.pdf

2. The 2011 Statutory Adoption Guidance can be accessed at http://www.education.gov.uk/aboutdfe/statutory/g0072314/guidance

3. The latest Adoption Ofsted report can be accessed in full http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/CARE/SC050059

4. The amended Adoption Service Statement of Purpose March 2013 can be accessed via http://www.wiltshire.gov.uk/adoption-statement-of-purpose-v7-27-02-13-feb-2.pdf

5. Wiltshire Council adoption website http://www.wiltshire.gov.uk/healthandsocialcare/adoption.htm

Adoption Agency Six Monthly Report 1st November 2012 to 31st March 2013

Introduction

1. The 2011 Statutory Adoption Guidance and the 2011 Adoption Minimum Standards place a requirement on local authority adoption services to ensure that the executive of the Council receives a written report on the management, outcomes and financial state of the adoption agency to satisfy themselves that the agency is effective and is achieving good outcomes for children and/or service users. They must also satisfy themselves that the agency is complying with the conditions of registration (Minimum Standard 25.6; Statutory Adoption Guidance 3.3, and 5.39).

Background

2. Wiltshire Council is a registered Adoption Agency approved by the Department for Education (DfE) to provide services, which include:

   - deciding whether a child should be placed for adoption
   - approving people as prospective adoptive parents
   - 'matching' children with suitable adoptive parents
   - arranging the adoption of children
   - supporting adoptive placements before and after the making of an adoption order
   - assisting adopted adults to find out information about their adoption
   - assisting birth families wishing to seek information about an adopted relative

3. The work of the Adoption Agency is underpinned by the Adoption & Children Act 2002 and the 2005 regulations made under this Act 2005.The aim of this Act was to improve outcomes for children needing adoption, it brought adoption legislation into line with the Children Act 1989 and placed adoption support provision onto the statute for the first time. The work of the adoption agency therefore spans the whole of children's social care services.

4. **Adoption staff and key members**

Name	Designation
Carolyn Godfrey	Corporate Director
Fiona Fitzpatrick	Service Director, Children's Social Care
Lin Hitchman	Head of Children in Care
Owen Evans	Adoption Team Manager
Vacancy	Assistant Team Manager Adoption
	Qualified Social Workers
Marion Hunt	Adoption Support Co-ordinator
Vacant Post	Adoption Support Co-ordinator
Denise O'Connor	Adoption Social Workers
Alison Lewis	
Vacant Post	
Pauline Fairman	
Charlotte Gilbertson	
Leonie McKenna	
Jane Priborsky	
+ 1 year temp 37 hour contract	

Name	Designation
Ann Mazzotta	Unqualified Adoption Support Worker
Catherine Bull	Unqualified Adoption Support Worker

5. All the Managers, Adoption Social Workers and Adoption Support Co-ordinators hold the minimum social work qualification have had a minimum of 2 years' experience in children & families social work or closely related field.

Adoption Services Provided

6. As an Adoption Agency, Wiltshire provides a range of adoption services to children needing adoption, prospective adopters, adoptive parents, birth parents, birth families, adopted adults and the general public.

- The Adoption Team recruit, train, assess and provide support to prospective adoptive parents.

- The Adoption Team provides a counselling service for adopted adults who wish to find out information about their adoption.

- The Adoption Team, through the contract with a Voluntary Adoption Support Agency (VASA), provides an intermediary service for birth relatives and adopted adults who wish to trace each other.

- The Adoption Team provides a consultation service to the childcare teams on matters relating to adoption placements.

- The Adoption Team, through a contract with an external provider offers a full range of services to step-parents who wish to adopt, including the preparation of a report for court.

- The Adoption Team, through a contract with PACT offers a full range of services to inter-country adopters including adoption support.

Adoption Support Service

7. The Adoption Support service has a range of services in place to support adoptive families and their children including counselling, advice and information, workshops/support groups, family days and events, an annual conference, a newsletter, financial support and links with Wiltshire's Educational team and CAMHS.

8. The service also has links with various independent adoption support agencies and is in the process of developing a parenting course for Wiltshire adopters and special guardians.

9. Wiltshire have a partnership contract for adoption support with PACT (Parents and Children Together) this compliments in-house adoption support services and is a flexible contract to allow the agency to respond to complex and varied support needs appropriately and effectively.

10. Contact is promoted as a positive experience for the child and as maintaining an important connection with the child's past for their future identity. An allocated adoption social worker provides support to birth relatives and adoption support provides this for adopters. An independent social worker specialising in birth relative support is offered to birth parents or

other relatives who are losing a child/ren to adoption. This worker is provided through PACT and supported through adoption support partnership working with the Wiltshire adoption support co-ordinators. Birth parents, siblings and grandparents are offered individual and occasionally group work.

11. Wiltshire Council supports ongoing contact arrangements as required. There is a designated worker within the adoption team who manages direct contact arrangements post-adoption.

12. The Adoption Support Service facilitates both direct and indirect contact (through the post-box service) between birth families, children and significant others.

13. The adoption service provides post adoption counselling and support for adopted people living in Wiltshire. Learning from this informs current practice development.

14. PACT provide an intermediary service for adopted Wiltshire residents, and an intermediary service for birth relatives who are care leavers and have an adopted sibling. Individual and some group work are offered for young people touched by adoption.

15. The Adoption Support service has developed Life Story work practice and provided workshops for staff, adopters and birth family to ensure that all adopters have a high quality life story book for their child and all adopted children have their life history recorded in an accessible, high quality and flexible format.

16. The Adoption Support Service undertakes assessments of need for adoption support, including financial support. The Adoption Support Service also undertakes assessments of need for Special Guardianship support services.

17. There are two Adoption Support Co-ordinator posts, each covering half of the county. They are responsible for ensuring that every child being placed for adoption has an Adoption Support Plan in place and for ensuring that any of the parties to adoption are provided with an assessment for adoption support services, if requested.

18. They each line-manage an Adoption Support Worker, whose role is to provide practical support to adopters. There will be additional service pressures during 2013/2014 as the government implements the adoption passport initiative whereby adopters may be eligible for paid adoption leave, priority access to social housing, priority admission for school places and support services including counselling. Wiltshire has planned for the increase in demand for adoption support in the coming year as this has been included in the adoption improvement grant, however this has also been flagged up as an ongoing service pressure post 2014 and plans will be put in place to ensure we are able to cope with increased demand.

19. The Adoption Post-Box service is managed by the Adoption Support Co-ordinators and continues to grow; almost every adopted child has some form of ongoing contact (direct or indirect) with birth relatives. The Post-Box service acts as the channel through which communications flow between the adoptive family and the birth family.

20. There are 192 active post box arrangements, there are currently 40 direct contact arrangements. Of these:

- 17 are with birth parents
- 16 with siblings
- 7 with grandparents/extended family members

The Service to Prospective Adopters

21.   The procedures for recruiting, preparing, assessing, approving and supporting prospective adopters are set out in detail in our Adoption Agency procedures, which are available on the Adoption Service Website. All enquiries regarding adoption are welcome; the adoption team operate an open and inclusive enquiry process. All enquirers speak with a specialist adoption worker. There is access to information about adoption and to the adoption team via an enquiry line, via the website or via direct office number.

Adoption Service Performance 1st October 2012 to 31st March 2013

22.   This report outlines statistical information gathered during the course of the last six months. It will then move on to consider the partnerships Wiltshire has with other key agencies and how as a collective, the needs of children and their birth families and prospective adopters are met.

Adoption Panel statistics 2012 - 2013

Adoption process flowchart is included in Appendix 4 – page 31.

Service Activity

23.   The below chart outlines year on year activity within the adoption team and provides detail regarding activity between 1st October 2012 and 31st March 2013. Included in the statistics are the information required to be presented to the 'executive' members in accordance with Adoption National minimum Standard 25.6:

- Number, type and age of children waiting for an adoptive placement
- How long they have been waiting
- Agency's responsiveness in relation to applications to adopt (set against timescales outlined in chapter 3, paragraph 1)
- Progress in relation to recruitment
- Number of children placed for adoption since the last 6 monthly report
- Number of children who have experienced disruptions

Children:

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Should be Placed for Adoption					
Legal Status at That Time					
	Section 20	1	4	9	9
	Interim Care Order	11	22	26	15
	Care Order	3	1	2	2
	None			1	1
	Total	**15**	**27**	**38**	**27**

24.   Since 1st September 2012 Should Be Placed for Adoption (SBPFA) recommendations ceased for children where there are current court proceedings. As of this date SBPFA decisions lay with the Agency Decision Maker (ADM) as it was seen to be a duplication which slowed decision making. The six monthly return figures demonstrate a significant

increase in numbers of children where SBPFA is considered the appropriate way forward. This is as a result of clearer care planning and timely decisions being made by the ADM.

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Should be Placed for Adoption					
Ethnic Origin					
	White British	15	24	27	19
	Mixed/Other	6	3	11	8

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Should be Placed for Adoption					
Age					
	0-12 Months	6	5	13	9
	12-24 Months	6	4	7	5
	2-4 Years	2	15	13	9
	5-10 Years	1	3	5	4
	11 Years and Over	0	0	0	0
	Total	**15**	**27**	**38**	**27**

25.   This table denotes improvement in the care planning process. 23 of the 27 children where Should Be Placed for Adoption decisions were made were aged 4 years or younger and addresses Ofsted concern that Wiltshire was too optimistic in respect of parents capacity for change and therefore children were drifting in the system.

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Children Matched					
Age					
	0-12 Months	4	2	4	2
	12-24 Months	3	5	7	4
	2-4 Years	6	10	11	4
	5-10 Years	7	2	5	4
	11 Years and Over	0	0	0	0
	Total	**20**	**19**	**27**	**14**

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Children Matched					
Ethnic Origin					
	White British	18	17	22	12
	Mixed / Other Ethnicity	4	2	5	2

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
SWAC Matches					
			1	3	3

	2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Nat. Adoption Register Matches				
	0	0	1	0

	2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Children Matched Out Of County				
	3	0	4	3

Details of children Adopted		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Children for Whom Adoption Achieved by Age at Adoption Order					
Aged					
	0-12 Months	0	1	0	0
	12-24 Months	2	2	5	2
	2-4 Years	6	12	7	2
	5-10 Years	6	2	2	1
	11 Years and Over	1	0	0	0
	Total	**14**	**17**	**14**	**5**

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Adoption Order by Ethnic Origin of Child					
Ethnic Origin					
	White British	14	15	14	5
	Mixed/Other Ethnicity	0	2	0	0

	2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Rescission of Decision to Place for Adoption				
	5	5	1	0

	2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Formerly placed for Adoption				
			27	18

	2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Formally Placed for Adoption within 12 Months of Decision that they Should be Placed for Adoption				

		12	13	25	13

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Disrupted placements					
				1	1

Adopters:

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Applications to adopt					
Number received				74	45
Written information sent within 5 days				50	29
Invited to information session within 2 months				34	18
Information received by Panel within 6 weeks of PAR being completed				26	15
Panel recommendation made within 8 months of receipt of formal application				22	13

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Adopters Approved					
		20	17	27	15

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Adopters Approved; Ethnic Origin					
Ethnic Origin of Individuals					
	White British	38	29	54	30
	Mixed/Other Ethnicity	2	2	0	0

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Approved Adopters; Relationships of Adopters					
	Single	0	2	0	0
	Married/Co-Habiting	19	15	27	15
	Civil Partnership	1	0	0	0

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Approved Adopters that Have Withdrawn					
		1	0	0	0

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Rescission of Approval by Panel					
			3	3	0

		2010/2011	2011/2012	2012/2013	**1/10/12 to 31/3/13**
Brief Assessments					
		1	0	0	0

26. This period has seen a continuation of increase in service demand both in relation to the numbers of children with adoption as their permanency plan and enquiries from prospective adopters. For the period 2012/2013 the adoption team set a target of approving 25 sets of adopters. During this period however, in total 27 households were approved (15 of whom were during 1st October 2012 to 31st March 2013) with a further 6 households being re-approved to take a second child. This is an improvement on previous years however it is planned that this figure will be exceeded 2013/2014.

27. There were 14 Adoption Orders granted during 2012 to 2013, this was a reduction on the 17 Orders granted the previous year. The main cause for the reduction lay with the under resourcing of Swindon Court administration. Due to the long term sick absence of the court administrator, no Adoption Orders were granted between January and March 2013. This issue has now been addressed and 4 orders were granted on 2nd April 2013 these will be included in 2013/2014 year returns.

28. The data identifies that we are not recruiting adopters from mixed or other ethnicities. This will be addressed through the recruitment strategy currently being reviewed.

29. We are currently not meeting timescale targets for responding to expressions of interest from Prospective adopters. Customer service is extremely important and the need to ensure a more robust 'front door' service has been identified and included in the proposal for service development opportunities funded from the AIG.

30. As at 31st March 2013 there were 42 approved adopters, of these

- 17 were waiting for placements
- 21 had Wiltshire children placed with them
- 4 had children from other agencies/local authorities placed with them

31. As at 31st March 2013, there are 63 children in Wiltshire where adoption is the likely way forward

- 0 – 5 years: 50 children,
- 6-9 years: 12 children
- 10+ years: 1 child

32. These children will currently be at varying stages of the care planning process and of course not all children will go on to be adopted, this can be for a number of reasons for example legal challenge, change of care plan or circumstance. However as assessment and permanence planning for children continues to improve the number of children requiring adoptive placements will rise.

33. In September 2012 a dedicated home finder post was established with a specific remit of improving the timescale for linking, matching and placing children. Since September, 20 children have been matched and placed with approved adopters. The Home finder has also forged positive links with a number of voluntary adoption agencies when seeking adopters for children who are harder to place. The improvements noted in timescale and quality of linking and matching children with adopters since the appointment of the home finder has informed the view that home finder capacity should be increased and therefore a second home finder post will be established for the next twelve months to focus specifically on finding placements for those children who because of complexity have proven harder to place.

Adoption Training

34. The adoption team provide training for staff and adopters to ensure best practice in the placement of children and to support adoptive placements. Training events include:

   • Life-story Work with Children
   • Preparing Later life letters/indirect contact
   • Transition planning
   • Preparing Child Permanence Reports (repeated twice a year)
   • Preparing Prospective Adopters Reports (repeated annually)
   • Contact and Attachment in Permanent placements.
   • E-safety
   • Safer caring

35. Following on from the Diagnostic Assessment undertaken by Outcomes UK and BAAF in April 2012 a training programme was developed to improve staff practice across children's services in respect of Adoption and permanence planning, this included

   • Care planning and decision making.
   • Operationalising the permanency policy
   • Concurrent planning in practice.
   • Master classes on developments in attachment theory, completing child permanence reports with the child in mind, latest research in adoption.

36. All sessions were well attended by staff from across the service and have improved knowledge and skill across children's services with regard to all aspects of adoption and permanence processes.

   Quality Assurance

37. Performance information regarding adoption is already collated on a monthly basis. The Safeguarding Improvement Board key data set includes the three DfE scorecard measures around timeliness and an indicator on permanency planning. Appendix 1

38. Cases where drift has occurred have now been identified. The Head of Service for Community Safeguarding now chairs monthly meetings with case holders, and other

relevant professionals to discuss cases where there has been drift in achieving permanence plans and corrective actions agreed.

Finance - Adoption Service Budget Information

39.   2012/2013 financial year:

2011/12 Financial Year	Budget	Actual
Salaries & team running costs	415,660	433,617
Carer recruitment & training	17,000	117
Adoption Allowances (all types)	642,308	638,299
Adoption Income	0	-48,517
	1,074,968	**1,023,516**
Central Recharges *		143,259
	1,074,968	**1,166,775**

Overheads including : ICT, HR, SST, Premises,.

Adoption periodical payments and Special Guardianship Financial support

40.   There has been a general increase in requests for financial support to Adopters and Special Guardians over the year.

41.   As at 31st March 2013 there were the following families being supported with ongoing financial allowances:

	Children	Carers
SGO Allowance	58	38
RO Allowance	67	48
Adoption Allowance	159	101

The Adoption Panel

The Adoption Panel and Central list

42.   The current central list of potential Adoption Panel members is made up of:-

- an Independent Chair
- Two vice chairs
- Three social workers with at least 3 years relevant experience in child care social work, including direct experience in adoption work.
- Two elected members of the authority, from the corporate parenting group.
- The Agency's Medical Advisers
- 1 agency members from specialist field
- 5 independent members (all with personal experience of adoption).

43.   Panel member's annual reviews ensure that the diversity, flexibility and knowledge base of the panel is promoted and developed.

44.   The Independent Chair is independent from the day to day management of the adoption service.

45.   The Agency has a Legal Adviser to the Adoption Panel who provides written legal advice and may attend if requested to do so but is not a member of the Panel.

46.   There is also an Agency Adviser to the Panel who is not a Panel member but should attend Panel meetings as its adviser. He or she should be able to contribute to Panel meetings by raising issues and providing advice, for example about the Agency's procedures and practices.

47.   The Adoption Panel Administrator is responsible for taking the minutes of the meetings and undertaking the other administrative aspects of the Panel's work.

48.   The Agency provides an annual training day for Panel members and Adoption Agency staff. Panel members are also offered opportunities to attend other relevant internal and external training events.

Adoption Panel Function

49.   The adoption panel in Wiltshire currently meets twice per month these meetings are book in a year in advance, extra panel meetings are arranged as required.

50.   The Panel's main function is to make recommendations to the Agency's Decision-Makers (the Service Director, Children's Social Care or deputy), who makes the Agency decision on the following matters:-

- whether a prospective adopter is suitable to adopt a child
- Whether a child should be placed for adoption with a particular prospective adopter.

51. The adoption panel chair and agency adviser feedback to the agency at 6 monthly intervals regarding the quality of adoption practice seen by the panel. Adoption panel six monthly report attached as Appendix 2.

Working together, within the authority, partners and other agencies

52.   Wiltshire adoption service has three main service contracts with PACT (Parents and Children Together) a voluntary adoption agency which specialises in assessing people as suitable for adopting a child from overseas (inter-country adoption) and in providing adoption support and intermediary services to adopted adults and the birth families of adopted people.

53.   The contracts with PACT are regularly monitored and reviewed, in order to ensure that the services it provides on our behalf are meeting the needs of the public and are cost-effective. The volume of work being taken on by PACT under all three main contracts continues to increase. The PACT adoption support workers meet regularly with the Wiltshire adoption support co-ordinator's to ensure regular dialogue and coordination of services. The adoption support contract is deliberately flexible to enable response to varying need.

South West Adoption Consortium (SWAC) Membership

54.   The Agency continues to be a member of the South West Adoption Consortium (SWAC) to which all the local authorities and large, national voluntary adoption agencies in the region belong. The purpose of SWAC is to share resources, where it has not been possible to

achieve a local placement match for a child, to increase the range of options available, thus minimising delays. There are regular SWAC meetings where practice and service development, national developments and training are discussed and shared.

Strategic and Developmental Function

55.   Wiltshire is a member of the South West Adoption Consortium (SWAC), which is a consortium of local authorities and Voluntary Adoption Support Agencies (VASAs) and is used to share resources to increase the range of placement possibilities for children and adopters, and for the sharing of good practice. They produce the 'e-Link book', which features children needing adoption placements. The Adoption Team Manager is the link person with the Consortium and attends quarterly and other regional meetings.

56.   SWAC also has regular regional group meetings for Panel Chairs, Panel Advisers and Adoption Support staff. Wiltshire has representation on all of these groups, to share issues, good practice and disseminate relevant information.

57.   Wiltshire is a member of the British Association for Adoption and Fostering (BAAF). It provides a quarterly information pack, including details of training events, publications and practice notes. It provides licences for the printing and use of nationally recognised adoption forms. It publishes a bi-monthly newspaper 'Be My Parent' and has a Be My Parent Online Service, which feature the more difficult to place children needing adoptive placements. There are local Trainer/Consultants who are available to provide training, advice and guidance on specific issues. The Adoption Team Manager is the link person with BAAF and attends quarterly and other regional meetings.

58.   Wiltshire subscribes to Adoption UK and receives quarterly journals and a 'Children Who Wait' magazine featuring children needing placements for adoption.

59.   Wiltshire joins all newly approved gay and lesbian adopters to New Family Social as part of the support package.

Priorities for the next six months

60.   To ensure all recommendations from March 2013 Ofsted Inspection are completed. The recommendations and actions are included in Appendix 3. Tthe key recommendations are to:

  1.   Ensure that children are supported to achieve their educational potential; in particular, continue to develop virtual education services to include adopted children (NMS 7.1)
  2.   Promote consistent quality and timeliness of life story books and later life letters; in particular, ensure that both are delivered to the adopters within 10 working days of the adoption ceremony (NMS 2.7 and 2.8)
  3.   Ensure that the agency retains records of recruitment and suitability checks; in particular, that records are kept of telephone verification of references (NMS 21.1)
  4.   Ensure that personnel files are well ordered and can be easily audited to show that files contain evidence of identity checks and all the other requirements of Schedule 3 of the Local Authority Adoption Service (England) Regulations 2003 (Regulation 11 (3) (d), Schedule 3 and NMS 21.3)
  5.   Ensure that the Statement of Purpose contains all the information required by Schedule 1 of the Local Authority Adoption Service (England) Regulations 2003; in particular, the name and address of the service's manager (NMS 18.1 and Regulation 2, Schedule 1)

6.   Ensure that the children's guide to adoption contains a statement as to the matters listed in Schedule 2 of the Local Authority Adoption Service (England) Regulations 2003; in particular, a summary of the complaints procedure and contact details for the office of the Children's Rights Director. (Regulation 3 and NMS 18.5)

61.   To ensure all actions contained within the Permanency and Adoption Improvement Plan (PAIP) are completed. The key priorities over the next six months are:

    1.   Agree and finalise the key dataset which will be used as evidence to monitor progress and improvement of the PAIP making use of the timescales using "The New Adoption Standards, Regulations and Statutory Guidance (England): What's new? What's changed?"

    2.   Collate an evidence file for the PAIP.

    3.   Agree key 3 month milestones linked to key objectives in the PAIP.

    4.   Monitor our progress against the changes being made the Department for Education through the Adoption Reform Programme – changes being implemented, and in light of adoption Legislative and Regulation proposals.

    5.   Development and implementation of Concurrent Planning Police and practice guidance (PAIP 1.1).

    6.   Implementation of dual approval policy (PAIP 2.5).

62.   In May 2013 The government confirmed it is to proceed with a series of legal changes to speed up the adoption system through encouraging more prospective adopters ensuring adopters are approved more quickly through the implementation of a two-stage approval process. The changes mean that local authorities will need to have robust systems in place to ensure prospective adopters are approved to adopt within six months, and introduces responsibilities on local authorities to have in place a 'fast track' procedure for approved foster carers and previous adopters who wish to adopt.Wiltshire Adoption Team will implement the new assessment process from June 2013. Training for all staff involved in the assessment of prospective adopters and for adoption panel members will be a priority to ensure a smooth transition.

Environmental and climate change considerations

Equalities Impact of the Proposal

Risk Assessment

Risks are regularly reviewed and monitored with appropriate action plans in place where required

Financial Implications

The significant difference in financing of the adoption service in this current year is the Adoption Support Grant (AIG). Wiltshire Council must adhere to the terms and conditions of the Adoption Improvement Grant which include increasing the number and speed of adoptions, plus increasing the number of potential adoptive families. It is likely that this will increase the volume and budget requirement in future years for adoption support payments to families. However, this should be countered by a reduction in looked after

children foster care payments and the budget 14/15 onwards will reflect estimates of these movements. The grant will be fully maximised in the financial year 2013/14.

Legal Implications

The legal implications arising from the report are limited at present, this being an interim report and update post the October 2012 to March 2013 report period. I note that service provision is progressing post the March 2013 Ofsted Inspection. Clearly the authority is dedicating and resourcing improvement, as well as identifying improvement sources such as the Adoption Improvement Grant. It is important that the subject matter of the September 2012 Improvement Notice are addressed, working in collaboration with the DfE and partner agencies.

The requirements under the 2011 Statutory Adoption Guidance Regulations and the 2011 Adoption Minimum Standards are noted. The attached report complied with the requirements of report presentation to the Executive of the council on the management, outcomes and financial position of the adoption agency so as enable the achieving of good outcomes for young people and service users.

There are no legal issues arising within the report.

Conclusions

This has been an extremely busy and productive six month period and there are still many challenges ahead. The outcome of the Ofsted Inspection, improvements in the Scorecard and the positive feedback from the Independent chair of the Safeguarding improvement Board all evidence that improvements are being made across children's services in respect of permanence and adoption planning and that Wiltshire Adoption Agency is committed to delivering the best possible service to both children for whom adoption is the plan and prospective and approved adopters.

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Carolyn Godfrey
Corporate Director, Children's Services

Report Author:

Fiona Fitzpatrick
Interim Service Director, Children and Families and Integrated Youth Service
fiona.fitzpatrick@wiltshire.gov.uk
01225 713897

Date of report: 9 May 2013

Appendices

Appendix 1 Adoption Scorecard and keyset data
Appendix 2 Report to Cabinet from Adoption Panel Chair
Appendix 3 Adoption Inspection Action Plan
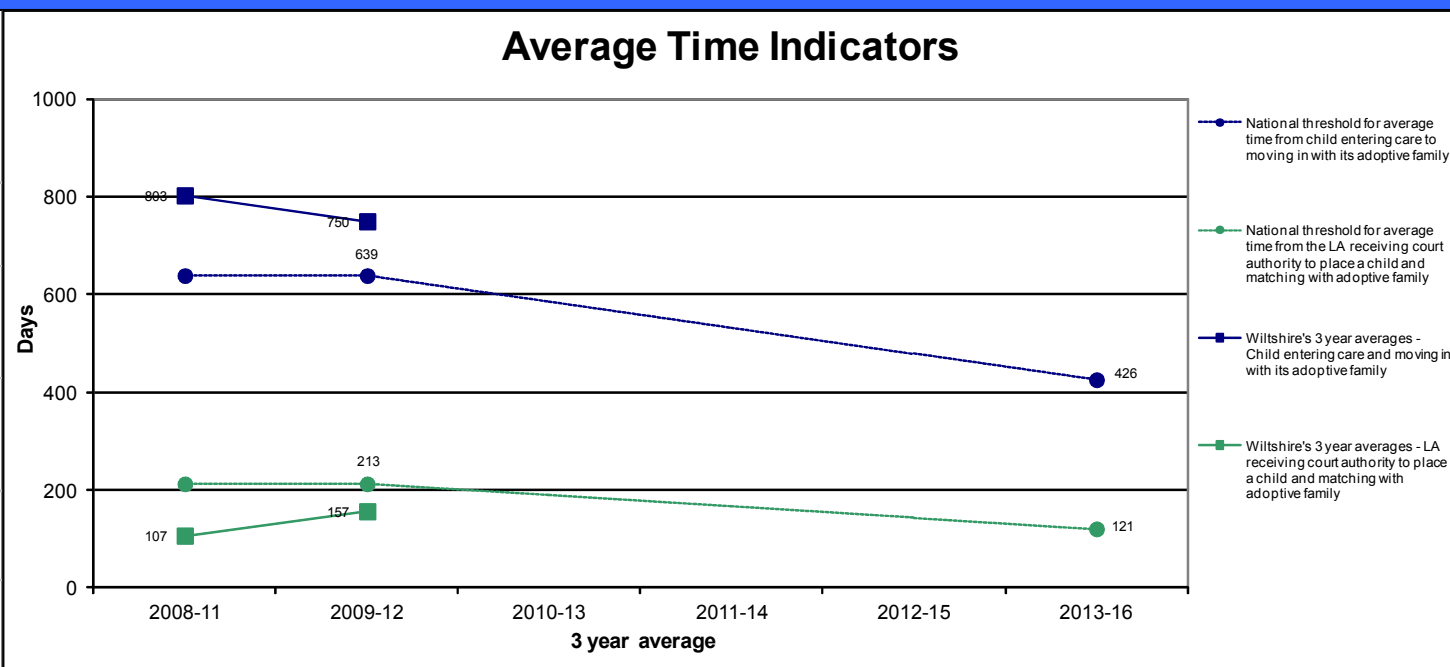Appendix 4 The Adoption Process Flow chart

Background papers - none

Appendix 1(a): Wiltshire's Adoption Scorecard published November 2012

Children

	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)	Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	Children who wait less than 21 months between entering care and moving in with their adoptive family (number and %)
LA's 3 year average (2009-12)	750	157	30 (43%)
1 year trend - Improvement from 2011 to 2012	Average time in 2012 was shorter than 2011	Average time in 2012 was longer than 2011	n/a
3 year trend - Improvement from 2008-11 to 2009-12	Average time in 2009-12 was shorter than in 2008-11	Average time in 2009-12 was longer than in 2008-11	n/a
England 3 year average (2009-12)	636	195	10,180 (56%)
Distance from 2010-13 performance threshold	**111 days**	**Threshold met**	n/a

Average Time Indicators

Prospective Adopters

	Indicators to be agreed	Indicators to be agreed	Indicators to be agreed
	Data not available until 2013		

Related Information

	Adoptions from care (number adopted and % leaving care who are adopted)	Number and % of children for whom the permanence decision has changed away from adoption	Average time between a child entering care and moving in with its adoptive family. Where times for children who are adopted by their foster family are stopped at the date the child moved in with the foster family (days)	Adoptions of children from ethnic minority backgrounds (number adopted and % of BME children leaving care who are adopted)	Adoptions of children aged five or over (number adopted and % of children aged 5 or over leaving care who are adopted)	Average length of care proceedings locally (weeks)	Number of children awaiting adoption (as at 31 March 2012)	Number of approved prospective adopters (as at 31 March 2012)
LA's 3 year average (2009-12)	50 (11%)	5 (7%)	633	x (x%)	15 (5%)	67	15	*Data not available*
England 3 year average (2009-12)	9,740 (12%)	1,360 (7%)	546	1,490 (6%)	2,520 (4%)	53	5,750	*Data not available*

		Indicator	Wiltshire													English average 2011/12	Statistical neigh Average 2011/12 (denotes good +)
			2010/11	2011/12	2012/13 Up to 30 June	2012/13 up to 30 Sept	RAG	2012/13 up to 31 Dec	RAG	**2012/13 Up to 31 March**		2012/13 estimate based year to date	2012/13 Target	2013/14 Target			
		Indicators that focus on initial access															
50	Q	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) A1	716 (803 3YA)	652 (750 3YA)	597	750	A	661	A	630	⬇	630	700	534	G	3YA 636 2009-12	3YA 533 2009-12
51	Q	Average time between a local authority receiving a court order to place a child and the local authority deciding to match an adoptive family A2	155 (107 3YA)	214 (157 3YA)	77	178	A	136	A	122	⬇	-	125	113	G	3YA 195 2009-12	3YA 128 2009-12
52	Q	% children who wait less than 21 months between entering care and moving in with their adoptive family A3	(46% 3YA)	63% (43% 3YA)	50%	50%	G	67%	G	61%	⬇	-	50%	66%	G	3YA 56% 2009-12	3YA 63% 2009-12
53		Number of newly approved adopters and time taken to approve adopters from application B2 0-3 months 3-6 months 6-12 months More than 12 months		18	Apr - June 4 0 2 1 1	July – Sept 7 0 1 4 2		Oct – Dec 12 1 3 7 1		Jan - Mar 3 1 0 2 0		Total 26 2 6 14 4				-	-

Appendix 2

Report to Cabinet from Adoption Panel Chair

Panel Activity

Panel activity is shown in the table below, with the last six months highlighted. Should Be Placed for Adoption (SBPFA) recommendations ceased to be a function of Adoption Panels on 1st September, 2012, for children where there are current court proceedings. The one SBPFA since is for a relinquished baby. It can be seen that there has been a significant increase in numbers of applications and some increase in the number of matches during 2012/13 over the previous year. Panel notes that this has been achieved despite pressures including staff and management changes within the Agency.

	01 Apr 11 – 30 Sept 11	01 Oct 11 – 31 Mar 12	Total 11/12	01 Apr 12 – 30 Sept 12	01 Oct 12 – 31 Mar 13	Total 12/13
SBPFA*	12	18	30	13	1	14
Applicants Suitability to Adopt	9	8	17	17	11	28
Match	10	10	20	14	11	25
Reviews of children+	16	26	42	37	42	79
Rescission of Plan for Adoption	3	2	5	1	0	1
Rescission of Suitability to Adopt	2	1	3	3	0	3

SBPFA – Should Be Placed for Adoption
+ Monitoring the progress of children with a plan for adoption through consideration of LAC Review reports

Quality of work presented to Panel

The quality of reports to Panel has been mainly good. Where there have been gaps in information the verbal presentation has enabled recommendations to be made. Only one deferral for further work has been necessary during the last six months. Panel has seen some examples of excellent social work practice, with proactive action, including pre-birth, towards securing permanency for children. Where timescales for children have not been met and there has been delay, this has been primarily associated with lengthy court proceedings and/or staff or team changes. Timescales for assessment of adopters have mainly been met and exceeded in many cases. Prospective adopters are generally very positive in what they say to Panel about their experience of the adoption service.

Development needs

The Adoption Panel has noted the significant commitment within the agency for improving the adoption service to children and adopters. Feedback from the Panel to the Agency in the last six months has included the following themes for attention:

- Greater understanding of attachment issues and applying this to practice in all aspects of adoption work
- Continuing development in analysis and evidencing decision-making in written reports - important in relation to changing requirements in adopter assessments
- Early identification of prospective adopters and giving consistent, early and pro-active attention for children who are likely to be hard to place
- 'Finishing off' the adoption work once a child is placed in a permanent home, for example, completing later life information, formally rescinding plans when they have changed, preparing information for adoption order hearings.

Panel is aware that a training programme is in progress to continue to raise the standard of adoption practice, including in the areas above. This is in the context of the changes to the statutory framework for adoption due to be implemented during this year. Regular meetings between the Panel Chair, Service Director and senior and adoption managers provide an opportunity to raise and address quality assurance issues.

Liz Martins
Adoption Panel Chair
5th May, 2013

Appendix 3

ADOPTION INSPECTION ACTION PLAN

	NMS	Recommendation	Action being taken to address recommendation	Lead Person/ Service	Completion Date	Update	Evidence
1	NMS 7.1 "Children have access to a range of educational resources to support their learning and have opportunities beyond the school day to engage in activities which promote learning".	Ensure that children are supported to achieve their educational potential; in particular, continue to develop virtual education services to include adopted children. (NMS 7.1)	Virtual School Head Teacher has met with Head of Service CIC and Lead Commissioner for LAC to discuss inclusion of 1 additional VSO for 2013/2014 funded from AIG to develop systems, processes and provide support for adopted children (approved)	KR/LH	May 2013		
2	NMS 2.7 and 2.8 "The life story book is given to the child and prospective adopters in stages; at the latest by the second statutory review of the child's placement with the prospective adopters and the completed life story book at the latest within ten working days of the adoption ceremony."	Promote consistent quality and timeliness of life story books and later life letters; in particular, ensure that both are delivered to the adopters within 10 working days of the adoption ceremony. (NMS 2.7 and 2.8)	Training on 'Life Story Work and Later Life Letter Writing' for all staff commissioned	LH/LK via AIG	June 2013		

	"The social worker who knows the child writes the later life letter. The letter is realistic and sufficiently detailed so that the young adult fully understands their life before adoption, why they could not remain with their birth parents and why they were adopted. The prospective adopters receive the letter within ten working days of the adoption ceremony."					
3	NMS 21.1 "All people working in or for the purposes of the agency, and persons applying to be included on the central list, are interviewed as part of the selection process and have references checked to assess suitability before taking up their duties. Telephone enquiries are made to each referee to verify the written references."	Ensure that the agency retains records of recruitment and suitability checks; in particular, that records are kept of telephone verification of references.	Service Head HR Business operations to work with Head of Service CIC to address all matters raised in respect of NMS 21.1	PL/LH	July 2013	
4	NMS 21.3 "The agency has a record of the recruitment and suitability checks which have been carried out for staff,	Ensure that personnel files are well ordered and can be easily audited to show that files contain evidence of				

| volunteers and persons on the central list which includes:

a identity checks;

b CRB Disclosures, including the level of the Disclosure and the unique reference number (in line with eligibility to obtain such checks);

c checks to confirm qualifications which are a requirement and others which are considered by the agency to be relevant;

d at least two references, preferably one from a current employer, and where possible a statement from each referee as to their opinion of the person's suitability to work with children;

e checks to confirm the right to work in the UK

f where the person has lived outside of the UK, further checks as are considered appropriate where obtaining a CRB Disclosure is not sufficient to establish suitability to work with children."	identity checks and all the other requirements of Schedule of the Local Authority Adoption Service (England) Regulations 2003 (Regulation 11 (3) (d), Schedule 3 and NMS 21.3)					

5	NMS 18.1 "The adoption agency and adoption support agency has a clear statement of purpose which is available to and understood by staff, volunteers, children, birth parents and guardians, prospective adopters, and is reflected in any policies, procedures and guidance."	Ensure that the Statement of Purpose contains all the information required by Schedule 1 of the Local Authority Adoption Service (England) Regulations 2003; in particular, the name and address of the service's manager. (NMS 18.1 and Regulation 2, Schedule 1).	Statement of Purpose to be updated to contain all information required in Schedule 1 of the Local Authority Adoption Service (England) Regulations 2003	LH/OE	May 2013		
	NMS 18.5 "Children's Guide to adoption The local authority gives the child a copy of the Children's Guide to Adoption after the decision maker has decided that the child should be placed for adoption and after being counselled as required by regulation 13 of the Adoption Agencies Regulations 20205. The guide is appropriate to the child's age and understanding and includes a summary of what happens at each stage (including at	Ensure that the children's guide to adoption contains a statement as to the matters listed in Schedule 2 of the Local Authority Adoption Service (England) Regulations 2003; in particular, a summary of the complaints procedure and contact details for the office of the Children's Rights Director. (Regulation 3 and NMS 18.5)	Children's guide to be revised to ensure compliance with Schedule 2 of the Local Authority Adoption Service (England) Regulations 2003;	O/E	June 2013		

court) and how long each stage is likely to take. The Children's Guide also contains information on how a child can find out their rights; how they can contact their Independent Reviewing Officer, the Children's Rights Director, Ofsted, if they wish to raise a concern with inspectors, and how to secure access to an independent advocate."						

Appendix 4 – The Adoption Process Flow Chart

Timescales

Children	Timescale
From entering care to moving in with Adoptive Family	21 months
From date of Care Order / Placement Order to Matching	7 months
From Agency decision for Adoption to Matching where parent is requesting adoption for a child under 6 months old	3 months

Adopters	Timescale
Application to adopt - Written information	Sent within 5 days
Adopters invited to information session	Within 2 months
From Completion of PAR to Presentation at Adoption Panel	6 weeks
From formal application to be assessed and approved as adopters to presentation at Adoption Panel	8 months

Wiltshire Council

Cabinet

18 June 2013

Subject:	**Executive Response to the Final Report of the Safeguarding Children and Young People Task Group**
Cabinet member:	**Cllr Laura Mayes – Children's Services**
Key Decision:	**No**

Executive Summary

The Safeguarding Children and Young People Task Group was established following an Ofsted inspection of Safeguarding and LAC Services in Wiltshire, undertaken in March 2012. On 28 March 2013 the Children's Select Committee endorsed the Final Report of the Task Group and supported the recommendations. This included recommending that Cabinet includes the final report of the Safeguarding Children and Young People Task Group on its forward work programme at the earliest opportunity, and for it to be accompanied by a report updating on implementation of the Task Group's recommendations.

This report highlights action already taken in response to recommendations from the Task Group. It also includes an Appendix on the response to each of the 41 recommendations. An earlier version of this report and appendix was considered by Children's Select Committee on 6th June and amendments made in response to feedback.

Proposal

That Cabinet note the action already taken and actions planned in response to the final report of the Safeguarding Children and Young People Task Group.

Reason for Proposal

This report is being presented to Cabinet at the request of the Safeguarding Children and Young People Task Group. The recommendations from the Task Group were supported by Children's Services Select Committee.

Cllr Laura Mayes
Lead Member for Children's Services

Wiltshire Council

Cabinet

18 June 2013

Subject:	**Executive Response to the Final Report of the Safeguarding Children and Young People Task Group**
Cabinet member:	**Cllr Laura Mayes – Children's Services**
Key Decision:	**No**

Purpose

1. To present the response of the Lead Member for Children's Services to the Final Report of the Safeguarding Children and Young People Task Group. (The report was endorsed by Children's Services Select Committee on 28 March 2013.)

Foreword

2. The Safeguarding Children and Young People Task Group was established following an Ofsted inspection of Safeguarding and LAC Services in Wiltshire, undertaken in March 2012. The inspection looked at the contribution made by all agencies to ensure that children and young people were properly safeguarded and the quality of service provision for looked after children and care leavers. The subsequent Ofsted inspection report was published on 24 April 2012 and the results are summarised as follows:

Safeguarding services	
Overall effectiveness:	Inadequate
Capacity for improvement:	Adequate
Looked after children (LAC) services	
Overall effectiveness:	Adequate
Capacity for improvement:	Good

Possible grades: inadequate, adequate, good and outstanding.

3. The Safeguarding Children and Young People Task Group was subsequently established with the following terms of reference:

a) To monitor and scrutinise implementation of the improvements to safeguarding arrangements required by Ofsted following its inspection of Wiltshire's Safeguarding and LAC Services in March 2012;

b) To support Wiltshire Council and its partner agencies in developing robust safeguarding arrangements for children and young people in Wiltshire;

c) To monitor and scrutinise the impact of safeguarding arrangements in Wiltshire on outcomes for children and young people; and

d) To monitor and scrutinise the implementation of the Children in Care Commissioning Strategy and its impact on outcomes for Wiltshire's looked after children and their families/carers.

4.   The Task Group had the following membership:
Cllr Jon Hubbard (Chairman)
Cllr Andrew Davis
Rev Alice Kemp
Cllr Bill Moss
Cllr Carole Soden
Cllr Bridget Wayman

5.   On 28 March the Children's Select Committee endorsed the Final Report of the Task Group and agreed the following resolutions:

1. To endorse the Final Report of the Safeguarding Children and Young People Task Group.

2. To refer the Task Group's recommendations to the appropriate executive bodies for response at the Committee's next meeting on 6th June.

3. To recommend that on 6th June 2013 the successor Committee establishes a rapid scrutiny exercise to consider the outcomes of the recent Ofsted inspection of Wiltshire's adoption service.

4. To recommend that Cabinet includes the Final Report of the Safeguarding Children and Young People Task Group on its forward work programme at the earliest opportunity, and for it to be accompanied by a report updating on implementation of the Task Group's recommendations.

6.   The Task Group's final report along with an update on the implementation of improvements was subsequently added to the Cabinet Forward Work Programme to be considered on 18 June 2013.

Response to the Task Group's recommendation

7.   The hard work and commitment of Task Group members has been much appreciated. The report was presented to the April Safeguarding and Adoption Improvement Board and the independent chair of the Board and the Department for Education representative commented positively on the work of the Task Group and the recommendations.

8.   **Appendix 1** includes the full list of the 41 recommendations from the Task Group and information on the actions being taken. A summary of the current status for each of the recommendations is noted below.

9.   Action on the following 5 recommendation has been **completed**. In some cases follow up action is being arranged.
   R4   SMART milestones in the Safeguarding and Adoption Improvement Plan
   R5   Milestones to be linked to indicators
   R22   Safeguarding statement
           To date 47 Councillors have signed the statement. Follow up is taking place.
   R23   Including safeguarding in the induction programme for new Councillors.
            67 Councillors attended the safeguarding induction training. Follow up sessions are being arranged.
   R37   Document on safeguarding roles and responsibilities.
           This was distributed in induction packs and available on the Wire.

10.   It has been **agreed** that the following 23 recommendations will be progressed and **action is being taken**. Target dates have been set for the majority of recommendations.

        Monitoring
   R1   Single 'master' set of safeguarding performance indicators
   R6   Reports on the Safeguarding and Adoption Plan to highlight milestones which are slipping i.e. red or amber
   R7   "SMART" approach to all reports to the Improvement Board
   R13   Including key workforce performance indicators in the "master set" of indicators
   R40   Tests of assurance for DCS and Lead Member
   R41   "Safeguarding considerations" section in all committee and Cabinet reports – this is being piloted for July Cabinet reports

        Communication
   R2   Weekly Children's Services bulletins
   R3   WSCB monthly newsletter

Improving practice and service design

R11   Improving feedback to and involvement of professionals who refer to social care

R14   Co-location and integration of teams. Action being taken on the MASH as a first step

R15   Hot desking provision for social workers. Dates for development of campuses set. Follow up taking place on access to space for confidential discussions in main Council hubs

R16   Development of a MASH

R17   Change in functions managed through the Safeguarding Teams

R18   New service model for Safeguarding Teams which is more locality based

Roles and responsibilities of Councillors

R21   Councillors handbook including guidance on safeguarding consideration (target date to be set)

R24   Ongoing programme of safeguarding training for Councillors (dates to be set)

R25   Credit card sized easy reference guide

R26   Safeguarding training for Select Committee (dates to be set)

R27   Safeguarding training for the Safeguarding Children and Young People Panel (dates to be set)

R28   Safeguarding training for the Safeguarding Children and Young People Panel

R35   Establishing a Safeguarding Children and Young People Panel. This might involve reducing the elected membership of the Corporate Parenting Panel. (R36)

R38   Ongoing programme of training for Lead Member

R39   Job specification for Lead Member

11.   The following 3 recommendations are **being considered** before a decision is made.

R8   Creating a new , permanent 'Safeguarding Peer Liaison' post

R9   Attendance at MAFs by 'Safeguarding Peer Liaison' post or a social worker – links to R8

R20   Review and optimise the alignment of the various geographical clusters

12.   It is noted that the following will be subject of future scrutiny.

R10   Quality assurance of MAFs

R12   Social care workforce strategy and key workforce performance indicators

R19   Referral and assessment

R29   Mid-term progress and annual report from WSCB

R30   WSCB business plan implementation through analysis of minutes of meetings

R34   Rapid Scrutiny exercises will take place

It is also noted that:
- Scrutiny Members will visit teams and services (R31)
- The Safeguarding Children and Young People Task Group is being re-established (R32)
- The Task Group will continue its work for at least 18 months after the Safeguarding Improvement Board has been disbanded and that the group will receive an update on the work of the Safeguarding Improvement Board (SIB), or from the WSCB upon the SIB's demise, at each meeting (R33)

Environmental and climate change considerations

13.   Recommendation R17 proposes reverting to a "patch based services where social workers cover discrete areas of the county". Work is moving forwards on this. Once implemented this will mean less travel for social work staff.

Equalities impact of the proposal

14.   The work of the Task Group focused on improving the quality of the service provided to children and young people in need and at risk of significant harm. These are the most vulnerable children and young people living in Wiltshire.

Risk assessment

15.   There is a specific risk action plan for Safeguarding Improvement. This is updated following each meeting of the Safeguarding and Adoption Improvement Board.

Financial implications

16.   Recommendation R8 refers to the creation of a Safeguarding Peer Liaison post. This is being considered. Recommendations R16 and R17 are being implemented. This will involve some changes in how social work functions are organised. The creation of a multi-agency safeguarding hub – a MASH – is part of these changes. This work is being Project Managed by the Transformation Team.

17.   The MASH is planned to be resourced by existing staff within teams from the Council and Partner Agencies, including the Referral & Assessment Team. The Safeguarding Peer Liaison post would be additional to the current staffing establishment and funding would need to be identified prior to recruitment. It

should be noted that the Referral and Assessment team is currently operating above its budgeted staffing establishment and this is a further cost pressure for 2013-14. Additional funding has been set aside from reserves in 2013-14 to support additional demand within Children's Social Care, which may include demand for additional staffing, however any ongoing costs are unbudgeted and will need to be understood at an early stage.

Legal implications

18. A number of the recommendations relate to the Wiltshire Safeguarding Children's Board and to the roles and responsibilities of the Lead Member and Director of Children's Services. The recommendations do not contradict the statutory guidance produced on these roles and responsibilities.

Carolyn Godfrey
Corporate Director

Report author

Jane Shuttleworth, Safeguarding Improvement Plan Project Manager

Appendix 1

List of Safeguarding Task Group – recommendations and action being taken

Background Papers

None

Appendix 1   List of Safeguarding Task Group – recommendations and action being taken

No.	Recommendation	Action being taken	Summary current position
R1	A single 'master' set of safeguarding performance indicators should be collated and circulated to all relevant local bodies. This should; a. Be designed in such a way that more detailed data can be included or excluded depending on the needs of the audience, but there should be only one master set; b. Where, necessary, include historic and benchmarking data and include brief analysis, so that the document serves as an effective sign-post to what is happening; c. The Council's Communications and/or Performance teams should be enlisted to make this document inviting and accessible to as wide an audience as possible; d. It should be clear to all parties who is responsible for collating and circulating this data, to whom and when.	**Single 'master' set of safeguarding performance indicators** It is important to note that the Peer Review Team suggested that performance information was reviewed to ensure each tier of management receives appropriate information. **First** stage is to produce a master-plan list of indicators with columns noting whether benchmarking and trend data is available and noting who is monitoring this information currently eg: WSCB, SIB, through Performance Review meetings and so on. This work will be completed by mid June. **Second** stage will be to review this information to ensure right information is available and being used by right people. This will also include looking at alternative ways of presenting the information. By end July. **Third** stage will be to produce revised performance reports and outline process for producing documents including responsibilities and timescales. Revised data reports from 1st October.	Agreed and action being taken. Target dates set.
R2	The weekly Social Care Bulletins should be redesigned to be shorter, clearer and more inviting to the reader. The Communications team should be enlisted in the re-design process.	**Weekly Children's Services bulletins** The weekly bulletins are now circulated to all Children's Services staff. They still have a strong focus on safeguarding and early help. Bulletins are now shorter. Feedback received on the bulletins is mixed. Some people find bulletins interesting and useful. Others find it difficult to make time to read bulletins. There will be liaison with the Communications Team for any useful tips/ideas re layout. Mystery-shopping exercise taking place involving all Children's Service teams/services. New improved layout and design from 1st July.	Agreed and action being taken Target dates set.
R3	In addition to the Social Care Bulletin, the Wiltshire Safeguarding Children's Board (WSCB) should coordinate a multi-agency safeguarding bulletin, produced co-operatively by the relevant local agencies, to communicate and promote the ongoing changes to safeguarding in Wiltshire. Wiltshire Council's Communications team should be enlisted in making this an accessible and inviting document to read.	**WSCB monthly newsletter** The chair of the WSCB plans to produce regular monthly newsletter from July 2013. The newsletter will be available on the WSCB website and will be available in hard copy. Plan to use the wider Children's Trust distribution list. Longer term WSCB will make more use of social media particularly for communication with general public.	Agreed and action being taken. Target dates set.

No.	Recommendation	Action being taken	Summary current position
R4	All milestones within the Safeguarding and Adoption Improvement Plan should be SMART.	**SMART milestones in the Safeguarding and Adoption Improvement Plan** Milestones for the overall Safeguarding and Adoption Improvement Plan have been revised. Milestones are SMART where this is possible. The revised milestones were agreed by the Improvement Board in April 2013.	Completed.
R5	Each milestone within the Safeguarding and Adoptions Improvement Plan should be accompanied by a list of those indicators that illustrate whether it has been achieved or not.	**Milestones to be linked to indicators** Milestones for the overall Safeguarding and Adoption Plan have been revised. Milestones use specific indicators if this is appropriate.	Completed.
R6	Any groups scrutinising the delivery of the Safeguarding and Adoption Improvement Plan should be provided with a 'RAG-rated' exception report highlighting which milestones are slipping (i.e. red or amber milestones).	**Reports on the Safeguarding and Adoption Plan to highlight milestones which are slipping i.e. red or amber** The Safeguarding Improvement Board agreed In August 2012 that the actions in the Improvement Plan should be RAG rated. The plan and RAG ratings are updated for each Board meeting. Reports cover action being taken on any red RAG rated actions. The Improvement Board also agreed that the data set and performance indicators should be RAG rated to assess impact. These RAG ratings are also updated for each Board meeting and reports highlight action being taken on red RAG rated items. The May 2013 Improvement Board agreed that from July 2013 the actions will also include an impact RAG rating which will triangulate evidence from a variety of sources. From July 2013 each updated version of the Improvement Plan will include a list of any Red RAG and Amber rated items.	Agreed and action being taken Target dates set.
R7	A 'SMART' approach needs to be taken to all reports illustrating the delivery of safeguarding improvements, especially when the Safeguarding and Adoptions Improvement Board is disbanded.	**"SMART" approach to all reports to the Improvement Board** A "SMART" approach is taken to all reports to the Improvement Board. It is noted that this recommendation applies when the Improvement Board is disbanded.	Agreed. This will continue to happen.
R8	Wiltshire Council should create a new, permanent 'Safeguarding Peer Liaison' post to give professionals around Wiltshire advice and guidance on the appropriate courses of action and tiers of services for potential child in need or child protection cases.	**Creating a new , permanent 'Safeguarding Peer Liaison' post** A MASH is being developed. MASH functions are likely to include advice and guidance to professionals. Part of the CAF Co-ordinators role includes providing advice and guidance to professionals including at MAFs. The multi-agency thresholds have been revised and are being disseminated. Consideration being given to whether additional posts are required in the MASH. Implementation of the full MASH to take place by 1st January 2014.	Being considered.
R9	It should be ensured that all Multi Agency Forums (MAFs) are attended by the Peer Liaison Post proposed under Recommendation 8 (or a social worker with the appropriate skills and knowledge) as a matter of course. Future Scrutiny of	**Attendance at MAFs by Safeguarding Peer Liaison' post or a social worker** Attendance at MAFs is monitored. It is important to note that MAFs are not managed by the local authority and schools fund the Extended Services Co-ordinators who co-ordinate the MAFs. There is variation between the MAFs and this reflects local conditions and priorities. There is a qualified SW lead allocated for each MAF. CAF co-ordinators attend MAFs. Scrutiny Task Group were concerned that at a MAF they attended no-	Links to R9. Being considered.

No.	Recommendation	Action being taken	Summary current position
	safeguarding should include the monitoring of attendance at MAFs.	one was able to answer queries some professionals had regarding referral to social care. Follow up to take place to ensure CAF co-ordinators are well briefed. Also links to R8.	
R10	Future scrutiny to include considering how the Council currently quality assures the operation of Multi Agency Forums, including if and how appropriate attendance is ensured.	**Future scrutiny of quality assurance of MAFs** The work of the MAFs was evaluated in 2012.The joint WSCB/ Children's Trust sub-group is developing an Early Intervention Strategy. The strategy will include an implementation plan which will quality assure early intervention processes, services and outcomes. An early intervention data set is being developed.	Noted that MAFs will be subject of future scrutiny.
R11	Whenever possible and appropriate, youth workers must be involved up to and including the initial assessment stage when they have made the referral to the children's social care team, in order to a. Harness the youth worker's knowledge of the young person and their situation; and b. Maintain the youth worker as a supportive presence in the young person's life during the assessment process. They should also receive feedback on the outcome of the initial assessment.	**Improving feedback to and involvement of professionals who refer to social care** All professionals including youth workers must receive feedback on referrals made to R&A. If social care progress the referral then appropriate professionals should be involved in assessments. This is included in the social care practice standards. The WSCB will be undertaking an assessment audit in July 2013. This will have a strong focus on the involvement of other professionals. Monthly manager's audits include focus on involvement of other professionals. Considering other ways of monitoring and receiving routine feedback from professionals. Report back to Scrutiny Task Group September 2013.	Agreed and action being taken. Target date set.
R12	Future scrutiny of safeguarding should include a focus on: a. the implementation of the new Social Care Workforce Strategy, with particular regard to the use of agency workers, interim appointments and the management of caseloads for Newly Qualified Social Workers (NQSWs); b. the turnover of children's social care within each team c. the make-up of children's social care teams in terms of the proportions of temporary/agency and newly qualified staff d. performance indicators showing children's social care caseloads; e. performance indicators showing the 'throughput' of cases (because the Ofsted inspection identified that cases were being held open for longer than was necessary);	**Future scrutiny of the social care workforce strategy and key workforce performance indicators** Items a, b c and d relate to workforce information. The data is available and included in the Improvement Board data set. In relation to item e Ofsted noted there was some drift in taking appropriate action. This might lead to it taking longer to achieve the desired changes. Managers monitor whether timely action is being taken through supervision and this is also considered in monthly audits. There is close monitoring of open cases in Referral and Assessment and of any cases waiting for transfer to other teams.	Noted that social care workforce strategy and key workforce PIs will be subject of future scrutiny.
R13	These performance indicators should all be included in the master set of KPI data recommended under Recommendation 1.	**Including key workforce performance indicators in the "master set" of indicators** Links to R1 and R 12.	Agreed and action being taken. Target dates set.

No.	Recommendation	Action being taken	Summary current position
R14	The Council exploits all opportunities to co-locate and integrate different safeguarding teams and agencies in order to maximise the development of close working relationships between individuals. NB. The Task Group does not consider teams being located in the same Council hub, with the ability to hot-desk near each other, to be sufficient as it is does not guarantee regular contact between individuals, nor the development of close working relationships.	**Co-location and integration of teams** The MASH will include the co-location of key staff from partner agencies. The re-organisation of social work teams is likely to strengthen locality working and enable closer local professional links. A detailed Project Plan for the MASH being developed. Implementation of the full MASH to take place by 1st January 2014. Co-location and integration will also be considered as we further develop the Early intervention strategy.	Agreed and action being taken on the MASH as a first step. Target date set.
R15	Community Operations Boards are encouraged to include hot-desking provision for social workers – which must accommodate confidential conversations – in community campus projects.	**Hot desking provision for social workers** Campuses will include hot-desking areas and there will also be 1 to 1 meeting rooms where confidential discussions can take place if required. Follow up being undertaken with Transformation Team on Council hub accommodation.	Agreed and action being taken. Dates for development of campuses set.
R16	That the Referral element of the Council's Referral & Assessment social care service is maintained as a countywide service, but incorporates a more multiagency approach, possibly through co-location projects such as the development of a Multi Agency Safeguarding Hub (MASH).	**Development of a MASH** A MASH is being developed. Some co-location is already in place. A Project Manager from the Corporate Transformation Team has been assigned to this project. The referral element of the current Referral and Assessment Service will be the responsibility of the MASH. The assessment element with transfer to the Safeguarding Teams. A detailed Project Plan for the MASH being developed. Implementation of the full MASH to take place by 1st January 2014.	Agreed and action being taken. Target date set.
R17	That the Assessment element of the Council's Referral & Assessment social care service reverts to operating as a patch-based service where social workers cover discrete areas of the county in order to harness the knowledge of local professionals.	**Change in functions managed through the Safeguarding Teams** The assessment function will transfer from the R&A service to the Safeguarding Teams as suggested. Links – including timescale - to R14 and 16.	Agreed and action being taken. Target dates set.
R18	That if this service model is not adopted, future scrutiny includes the consideration of the benefits realised from the adoption of the countywide Referral & Assessment team structure, including an analysis of the time officers spend travelling, the associated cost and the environmental impact.	**New service model for Safeguarding Teams which is more locality based** Links – including timescale - to R14, 16 and 17. Service model recommended is being adopted.	Agreed and action being taken. Target dates set.

11

No.	Recommendation	Action being taken	Summary of current position
R19	Future scrutiny to include consideration of the Referral and Assessment service.	**Future scrutiny of referral and assessment** Noted that future scrutiny will take place. Important to note that as outlined above, in the future, referral and assessment functions will be divided between the MASH and the Safeguarding Teams.	Noted that Referral and Assessment will be subject of future scrutiny.
R20	That Cabinet makes plans to review and optimise the alignment of the various geographical clusters, where possible and appropriate.	**Review and optimise the alignment of the various geographical clusters** The new Lead Member for Children's Services is familiarising herself with the range of services for children and young people available in Wiltshire and how these are organised. Once this work is completed it will be possible to review with senior members whether any change is required or possible.	Being considered.
R21	Each service section of the Councillors' Handbook 2013 (which will be a web-based resource) should include guidance on what safeguarding considerations might be relevant to that area of Council business.	**Councillors handbook including guidance on safeguarding consideration** Links have been made with communications who are leading on developing the handbook. It is anticipated that the handbook will be completed by September 2013.	Agreed and action being taken. Target dates set.
R22	Following the 2013 elections, all elected members should be required to sign a statement confirming their legal duties in respect of safeguarding. This was agreed by Full Council on 26 February 2013.	**Safeguarding statement** A safeguarding statement was produced. So far 47 Councillors have signed the statement. Follow up taking place - on those who have not signed as yet.	Completed and follow up taking place.
R23	Following the 2013 elections, all members (including co-opted members) should undertake both corporate parenting and safeguarding training and this element of the induction should be given the highest possible profile. NB. The Task Group notes how the training provided for the Task Group by the NSPCC focused on the specific safeguarding roles and responsibilities of members. It therefore strongly recommends that this is repeated for all members within the 2013 member induction process.	**Including safeguarding in the induction programme for new Councillors** The induction programme for members elected to the new Council included training on safeguarding and corporate parenting. 62 Councillors attended this training. The chair of the Task Group was involved in planning the training. The NSPCC consultant who provided the training for the Task Group was also involved in the induction training. A shortened briefing session took place on 6th June. A follow up longer session is being planned.	Completed and follow up session being organised.
R24	Following the 2013 councillor induction, the Councillor Development Group should a. implement an ongoing programme of safeguarding training specifically aimed at members who did not attend safeguarding training during the induction programme and at members elected following by-elections; and b. work with Group Leaders to maximise the number of members who	**Ongoing programme of safeguarding training for Councillors** This has been agreed. The Lead Member for Children's Services will refer to the Councillor Development Group. It is anticipated that the programme of future training will be agreed by end July 2013.	Agreed and action being taken. Target dates set.

	complete this training.		

No.	Recommendation	Action being taken	Summary of current position
R25	Following the 2013 elections, all members should receive an 'easy-reference' guide to safeguarding. This should explain in plain terms the roles and responsibilities of the various bodies and individuals involved, elected member' specific responsibilities, plus key contact details.	**Credit card sized easy reference guide** A credit card sized easy reference guide with key telephone numbers will be produced. This will be based on an example from Bracknall Forest. To be produced by 1st August 2013.	Agreed and action being taken. Target date set.
R26	Following the 2013 elections, all elected and co-opted members of the Children's Select Committee should undertake further child safeguarding training, designed to enable them to perform their scrutiny role. Committee members should also undertake an ongoing programme of refresher training in order to keep up with new legislation and the outcomes of serious case reviews etc.	**Safeguarding training for Select Committee** Initial discussions have taken place on the training which would be useful for Select Committee members. This is likely to include some more detailed training on the legislation and the case management process outlined in Working Together and on how to read performance information. It is anticipated that this training will take place before the end of 2013.	Agreed and action being taken. Target dates set.
R27	All members of the Safeguarding Children and Young People Panel (which is proposed under Recommendation 35) should undertake further safeguarding training, designed to enable them to perform their additional Panel role (just as members of the Corporate Parenting Panel undertake two days of 'Total Respect' training).	**Safeguarding training for the Safeguarding Children and Young People Panel** R35 notes that the provisional date for the first meeting is March 2014. Training will take place before the first meeting.	Agreed and action being taken. Target date set.
R28	The Children's Select Committee and the WSCB should agree a memorandum of understanding to clarify their future working arrangements.	**Memorandum of understanding between the Children's Select Committee and the WSCB** Once the chair of Select Committee is appointed meeting to be arranged between the Chair and Vice Chair and Chair of the WSCB to discuss and develop a protocol.	Agreed. Date for meeting to be set.
R29	Future scrutiny of safeguarding should include consideration of a mid-term and annual report from the WSCB, including figures showing WSCB member attendance.	**Scrutiny of mid-term progress and annual report from WSCB** The new Working Together guidance is clear that the WSCB should produce an annual report each year and also a business plan. The WSCB will monitor implementation of the business plan. Records of progress will be included in WSCB notes which will be available on the website. Attendance at the WSCB is monitored and this information can be shared. The frequency of report to scrutiny will be noted in the protocol being developed. See R28.	Noted that scrutiny of WSCB will take place.
R30	Future scrutiny of safeguarding should include comparisons between the WSCB's Business Plan and the minutes of its	**Scrutiny of WSCB business plan implementation through analysis of minutes of meetings**	Noted that scrutiny of

14

	meetings in order to ensure that its agreed objectives are being addressed.	The WSCB business plan and minutes are available on the WSCB website.	WSCB will take place.

No.	Recommendation	Action being taken	Summary of current position
R31	A programme of Scrutiny member engagement with safeguarding services (at a range of locations) should be developed, including elected member visits to safeguarding teams and attendance at officer safeguarding training.	**Scrutiny members visiting teams and services** These will be organised in partnership with the Lead Member and Portfolio Holder to ensure there are not too many visits to any one team in the same period.	Noted that Scrutiny plan further visits to teams and services.
R32	The Children's Select Committee to re-establish the Safeguarding Children and Young People Task Group with the following terms of reference: 1. To monitor the implementation of any recommendations made by the Safeguarding Children and Young People Task Group that are endorsed by the Children's Select Committee and accepted by the executive. 2. To scrutinise Wiltshire Council's delivery of improvements to safeguarding children and young people as set out in the Safeguarding and Adoptions Improvement Plan. 3. To receive a twice-annual report from the Council's Lead Member for Safeguarding Children and Young People providing details of their safeguarding activity. 4. To continue/conduct ongoing scrutiny of services for Looked After Children (LAC). 5. To work in collaboration with the Safeguarding Children and Young People Panel to clarify future joint-working arrangements [the establishment of which is proposed under Recommendation 35]	**Re-establish the Safeguarding Children and Young People Task Group** Agreed by Select Committee.	Noted that the Safeguarding Children and Young People Task Group has been re-established.
R33	The Safeguarding Children and Young People Task Group should a. continue its work for at least 18 months after the Safeguarding Improvement Board has been disbanded; b. receive an update on the work of the Safeguarding Improvement Board (SIB), or from the LSCB upon the SIB's demise, at each meeting.	**Meetings of the Safeguarding Children and Young People Task Group** Safeguarding Improvement Board and WSCB notes and papers will be available to the Task group.	Noted.
R34	The Children's Select Committee to establish rapid scrutiny exercises when appropriate to undertake related additional tasks, such as considering the outcomes of the recent Ofsted inspection of the	**Rapid Scrutiny exercises will take place** Noted that Rapid Scrutiny will take place including of the outcome of the recent Ofsted inspection of adoption.	Noted that Rapid Scrutiny will take place in

			the future.
No.	**Recommendation**	**Action being taken**	**Summary of current position**
R35	The Council to establish a Safeguarding Children and Young People Panel. This should be in addition to robust scrutiny of safeguarding, undertaken by the Children's Select Committee or a task group. The advantages of such a 'dual body' arrangement have already been witnessed with the former Placements for LAC Task Group and the Corporate Parenting Panel, with the former conducting scrutiny of budget management and performance and the latter focusing on developing the best care arrangements for looked after children. The Panel should be run in a similar manner to the Corporate Parenting Panel, in the following ways: • membership to include both members and officers • close liaison with the broad range of teams and local agencies • involving parents, children and young people (when appropriate) to develop policy • a clearly defined and mutually agreed distinction between the Panel's liaising role and the monitoring and scrutinising role of Scrutiny.	**Establishing a Safeguarding Children and Young People Panel** Agreed in principle with provisional date of first meeting March 2014. The Voice and Influence Team have been asked to work on how to best involve children and young people. This will include liaising with the National Youth Advocacy Service who provide and advocacy service in Wiltshire and with Barnados who have experience in this area. It is important to note that although there are some similarities with Corporate Parenting there are different issues to consider when involving children, young people and parents who are involved in the child protection process.	Action being taken. Target date set.
R36	In light of the additional commitment from members required by the formation of a Safeguarding Children Panel, the Council to consider reducing the elected membership of the Corporate Parenting Panel.	**Number of members of the Corporate Parenting Panel** Links to R35.	Links to R35
R37	A clear and user-friendly document is created and circulated setting out the differing safeguarding roles and responsibilities of the Safeguarding Improvement Board (SIB), the Wiltshire Safeguarding Children's Board (WSCB), the Children's Trust, the Portfolio Holder and Lead Member for Safeguarding, Children and Young People and Children's Select Committee. This document should be complete in time for the May 2013 elections and should be reviewed prior to the Safeguarding Improvement Board being disbanded.	**Document on safeguarding roles and responsibilities** This was produced and circulated as part of the induction training	Completed.
R38	An ongoing programme of safeguarding training is implemented for the lead executive members for safeguarding. This should be designed to reflect executive member's statutory duties as set out in legislation and in the Monroe and Laming reports and including refresher training on new legislation, serious case reviews etc.	**Ongoing programme of training for Lead Member** The Lead Member has a Peer Mentor from another local authority and has attended the Lead Member leadership Academy training. The Lead Member is committed to undertaking future training.	Agreed and action being taken.
R39	That a job specification for the lead executive members for safeguarding, reflecting	**Job specification for the Lead Member**	Agreed and action

		their statutory duties, should be adopted.	There is an LGA job specification which will be used as basis for this. Specification to be agreed by 1st August.	being taken. Target date set.

No.	Recommendation		Action being taken	Summary of current position
R40	An ongoing programme of tests of assurance should be implemented to ensure that the statutory safeguarding responsibilities of the director for children's services and the Lead Member for Children's Services are being met.		**Tests of assurance for DCS and Lead Member** DCS Test of Assurance undertaken in 2012. Follow up is taking place on recommendations. Next test of assurance due once Improvement Notice actions completed. The Lead Member will report to Select Committee twice yearly in October and April.	Agreed and action being taken. Target dates set.
R41	All reports to Wiltshire Council committees, including Cabinet, should include a dedicated 'Safeguarding considerations' section (like the 'Environmental considerations' section). This will encourage report authors, directors and members to consider how any proposals, no matter what the service area, might impact upon the safeguarding of children, young people and vulnerable adults, and what could be done to mitigate any risks. This puts safeguarding at the centre of everything the Council does.		**"Safeguarding considerations" section in all committee and Cabinet reports** This will be piloted in July and reviewed in August.	Agreed to pilot. Target dates set.

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Wiltshire Council

Children's Select Committee
28 March 2013

Subject: **Final Report of the Safeguarding Children and Young People Task Group**

Executive Summary

The report presents the conclusions and recommendations of the Safeguarding Children and Young People Task Group for endorsement.

The Task Group was established in May 2012 following a multi-agency Ofsted inspection of Wiltshire, undertaken in March 2012. The inspection identified significant failings in the contribution made by local agencies in Wiltshire to ensuring that children and young people were properly safeguarded. Wiltshire's safeguarding services received a grade of 'Inadequate' for their overall effectiveness and 'Adequate' for their capacity for improvement.

The Task Group met on 16 occasions in addition to undertaking many other evidence-gathering activities. This report contains 41 recommendations, grouped under the four work themes chosen by the Task Group at the beginning of its review. These were:

1. Communications
2. Children's Social Care workforce
3. Locality working
4. Members and safeguarding

Proposal

That the Children's Select Committee endorses the Task Group's Final Report and refers its recommendations to the relevant executive bodies for response.

Safeguarding Children and Young People Task Group
Chairman: Cllr Jon Hubbard

Report author: Henry Powell – Senior Scrutiny Officer
                    (01225) 718052   henry.powell@wiltshire.gov.uk

Schedule of recommendations:

R1. A single 'master' set of safeguarding performance indicators should be collated and circulated to all relevant local bodies. This should;

    a. Be designed in such a way that more detailed data can be included or excluded depending on the needs of the audience, but there should be only one master set;

    b. Where, necessary, include historic and benchmarking data and include brief analysis, so that the document serves as an effective sign-post to what is happening;

    c. The Council's Communications and/or Performance teams should be enlisted to make this document inviting and accessible to as wide an audience as possible;

    d. It should be clear to all parties who is responsible for collating and circulating this data, to whom and when.

R2. The weekly Social Care Bulletins should be redesigned to be shorter, clearer and more inviting to the reader. The Communications team should be enlisted in the re-design process.

R3. In addition to the Social Care Bulletin, the Wiltshire Safeguarding Children's Board (WSCB) should coordinate a multi-agency safeguarding bulletin, produced co-operatively by the relevant local agencies, to communicate and promote the ongoing changes to safeguarding in Wiltshire. Wiltshire Council's Communications team should be enlisted in making this an accessible and inviting document to read.

R4. All milestones within the Safeguarding and Adoptions Improvement Plan should be SMART, i.e. Specific, Measureable, Achievable, Relevant, Time-bound.

R5. Each milestone within the Safeguarding and Adoptions Improvement Plan should be accompanied by a list of those indicators that illustrate whether it has been achieved or not.

R6. Any groups scrutinising the delivery of the Safeguarding and Adoptions Improvement Plan should be provided with a 'RAG-rated' exception report highlighting which milestones are slipping (i.e. red or amber milestones).

R7. A 'SMART' approach needs to be taken to *all* reports illustrating the delivery of safeguarding improvements, especially when the Safeguarding and Adoptions Improvement Board is disbanded.

R8. Wiltshire Council should create a new, permanent 'Safeguarding Peer Liaison' post to give professionals around Wiltshire advice and guidance on the appropriate courses of action and tiers of services for potential child in need or child protection cases.

R9. It should be ensured that all Multi Agency Forums (MAFs) are attended by the Peer Liaison Post proposed under Recommendation 8 (or a social worker with the appropriate skills and knowledge) as a matter of course. Future Scrutiny of safeguarding should include the monitoring of attendance at MAFs.

R10. Future scrutiny to include considering how the Council currently quality-assures the operation of Multi Agency Forums, including if and how appropriate attendance is ensured.

R11. Whenever possible and appropriate, youth workers must be involved up to and including the initial assessment stage when they have made the referral to the children's social care team, in order to

    a. Harness the youth worker's knowledge of the young person and their situation; and

    b. Maintain the youth worker as a supportive presence in the young person's life during the assessment process.

They should also receive feedback on the outcome of the initial assessment.

R12. Future scrutiny of safeguarding should include a focus on:

    a. the implementation of the new Social Care Workforce Strategy, with particular regard to the use of agency workers, interim appointments and the management of caseloads for Newly Qualified Social Workers (NQSWs);

    b. the turnover of children's social care within each team

    c. the make-up of children's social care teams in terms of the proportions of temporary/agency and newly qualified staff

    d. performance indicators showing children's social care caseloads;

e. performance indicators showing the 'throughput' of cases (because the Ofsted inspection identified that cases were being held open for longer than was necessary);

R13. These performance indicators should all be included in the master set of KPI data recommended under Recommendation 1.

R14. The Council exploits all opportunities to co-locate and integrate different safeguarding teams and agencies in order to maximise the development of close working relationships between individuals. NB. The Task Group does not consider teams being located in the same Council hub, with the ability to hot-desk near each other, to be sufficient as it is does not guarantee regular contact between individuals, nor the development of close working relationships.

R15. Community Operations Boards are encouraged to include hot-desking provision for social workers – which must accommodate confidential conversations – in community campus projects.

R16. That the Referral element of the Council's Referral & Assessment social care service is maintained as a countywide service, but incorporates a more multi-agency approach, possibly through co-location projects such as the development of a Multi Agency Safeguarding Hub (MASH).

R17. That the Assessment element of the Council's Referral & Assessment social care service reverts to operating as a patch-based service where social workers cover discrete areas of the county in order to harness the knowledge of local professionals.

R18. That if this service model is not adopted, future scrutiny includes the consideration of the benefits realised from the adoption of the countywide Referral & Assessment team structure, including an analysis of the time officers spend travelling, the associated cost and the environmental impact.

R19. Future scrutiny to include consideration of the Referral and Assessment service.

R20. That Cabinet makes plans to review and optimise the alignment of the various geographical clusters, where possible and appropriate.

R21. Each service section of the Councillors' Handbook 2013 (which will be a web-based resource) should include guidance on what safeguarding considerations might be relevant to that area of Council business.

R22. Following the 2013 elections, all elected members should be required to sign a statement confirming their legal duties in respect of safeguarding. This was agreed by Full Council on 26 February 2013.

R23. Following the 2013 elections, all members (including co-opted members) should undertake both corporate parenting and safeguarding training and this element of the induction should be given the highest possible profile. NB. The Task Group notes how the training provided for the Task Group by the NSPCC focused on the specific safeguarding roles and responsibilities of members. It therefore strongly recommends that this is repeated for all members within the 2013 member induction process.

R24. Following the 2013 councillor induction, the Councillor Development Group should

    a. implement an ongoing programme of safeguarding training specifically aimed at members who did not attend safeguarding training during the induction programme and at members elected following by-elections; and

    b. work with Group Leaders to maximise the number of members who complete this training.

R25. Following the 2013 elections, all members should receive an 'easy-reference' guide to safeguarding. This should explain in plain terms the roles and responsibilities of the various bodies and individuals involved, elected member' specific responsibilities, plus key contact details.

R26. Following the 2013 elections, all elected and co-opted members of the Children's Select Committee should undertake further child safeguarding training, designed to enable them to perform their scrutiny role. Committee members should also undertake an ongoing programme of refresher training in order to keep up with new legislation and the outcomes of serious case reviews etc.

R27. All members of the Safeguarding Children and Young People Panel (which is proposed under Recommendation 35) should undertake further safeguarding training, designed to enable them to perform their additional Panel role (just as members of the Corporate Parenting Panel undertake two days of 'Total Respect' training).

R28. The Children's Select Committee and the WSCB should agree a memorandum of understanding to clarify their future working arrangements.

R29. Future scrutiny of safeguarding should include consideration of a mid-term *and* annual report from the WSCB, including figures showing WSCB member attendance.

R30. Future scrutiny of safeguarding should include comparisons between the WSCB's Business Plan and the minutes of its meetings in order to ensure that its agreed objectives are being addressed.

R31. A programme of Scrutiny member engagement with safeguarding services (at a range of locations) should be developed, including elected member visits to safeguarding teams and attendance at officer safeguarding training.

R32. The Children's Select Committee to re-establish the Safeguarding Children and Young People Task Group with the following terms of reference:

1. To monitor the implementation of any recommendations made by the Safeguarding Children and Young People Task Group that are endorsed by the Children's Select Committee and accepted by the executive.

2. To scrutinise Wiltshire Council's delivery of improvements to safeguarding children and young people as set out in the Safeguarding and Adoptions Improvement Plan.

3. To receive a twice-annual report from the Council's Lead Member for Safeguarding Children and Young People providing details of their safeguarding activity.

4. To continue/conduct ongoing scrutiny of services for Looked After Children (LAC).

5. To work in collaboration with the Safeguarding Children and Young People Panel to clarify future joint-working arrangements [the establishment of which is proposed under Recommendation 35]

R33. The Safeguarding Children and Young People Task Group should

a. continue its work for at least 18 months after the Safeguarding Improvement Board has been disbanded;

b. receive an update on the work of the Safeguarding Improvement Board (SIB), or from the LSCB upon the SIB's demise, at each meeting;

R34. The Children's Select Committee to establish rapid scrutiny exercises when appropriate to undertake related additional tasks, such as considering the

outcomes of the recent Ofsted inspection of the Council's adoptions service and the monitoring of any required improvements.

R35. The Council to establish a Safeguarding Children and Young People Panel. This should be <u>in addition to</u> robust scrutiny of safeguarding, undertaken by the Children's Select Committee or a task group. The advantages of such a 'dual body' arrangement have already been witnessed with the former Placements for LAC Task Group and the Corporate Parenting Panel, with the former conducting scrutiny of budget management and performance and the latter focusing on developing the best care arrangements for looked after children.

The Panel should be run in a similar manner to the Corporate Parenting Panel, in the following ways:

- membership to include both members and officers
- close liaison with the broad range of teams and local agencies
- involving parents, children and young people (when appropriate) to develop policy
- a clearly defined and mutually agreed distinction between the Panel's liaising role and the monitoring and scrutinising role of Scrutiny.

R36. In light of the additional commitment from members required by the formation of a Safeguarding Children Panel, the Council to consider reducing the elected membership of the Corporate Parenting Panel.

R37. A clear and user-friendly document is created and circulated setting out the differing safeguarding roles and responsibilities of the Safeguarding Improvement Board (SIB), the Wiltshire Safeguarding Children's Board (WSCB), the Children's Trust, the Portfolio Holder and Lead Member for Safeguarding, Children and Young People and Children's Select Committee. This document should be complete in time for the May 2013 elections and should be reviewed prior to the Safeguarding Improvement Board being disbanded.

R38. An ongoing programme of safeguarding training is implemented for the lead executive members for safeguarding. This should be designed to reflect executive member's statutory duties as set out in legislation and in the Monroe and Laming reports and including refresher training on new legislation, serious case reviews etc.

R39. That a job specification for the lead executive members for safeguarding, reflecting their statutory duties, should be adopted.

R40. An ongoing programme of tests of assurance should be implemented to ensure that the statutory safeguarding responsibilities of the director for children's services and the Lead Member for Children's Services are being met.

R41. All reports to Wiltshire Council committees, including Cabinet, should include a dedicated 'Safeguarding considerations' section (like the 'Environmental considerations' section). This will encourage report authors, directors and members to consider how any proposals, no matter what the service area, might impact upon the safeguarding of children, young people and vulnerable adults, and what could be done to mitigate any risks. This puts safeguarding at the centre of everything the Council does.

Wiltshire Council

Children's Select Committee
28 March 2013

Final Report of the Safeguarding Children and Young People Task Group

Purpose

1.   To present the conclusions and recommendations of the Safeguarding Children and Young People Task Group for endorsement.

Foreword

2.   NB. Throughout this report 'safeguarding' can be read as 'safeguarding children and young people' (as opposed to 'safeguarding vulnerable adults'), except where otherwise stated.

3.   In March 2012 Ofsted identified significant failings in the contribution made by local agencies in Wiltshire to ensuring that children and young people were properly safeguarded. While Ofsted's more positive findings should be acknowledged, in particular those relating to the Council's services for Looked After Children (LAC), the fact that vulnerable young people were put at real risk of harm or neglect as a result of weaknesses in Wiltshire's safeguarding arrangements must remain foremost when considering the importance and urgency of making changes.

4.   The Task Group wishes to acknowledge the dedication shown by staff and members in delivering the necessary improvements since the Ofsted report was published. Ofsted commented that the political and managerial ambition and prioritisation across the partnership were at least adequate and that the Council had taken immediate steps to commit resources and action to address the failings in child protection services (para 19). It is particularly important to note that, following the inspection a programme of audits was immediately carried out to identify any cases where further action was needed to ensure that children's welfare was protected. Since then, a new audit structure has been introduced to ensure there are ongoing improvements to social work practice and supervision. The Task Group wish to note the openness and transparency with which the, sometimes disappointing, results of these audits have been shared. Overall, an enormous amount of work has

been done and the Task Group is satisfied that progress is being made in ensuring that the weaknesses identified by Ofsted are being addressed.

5.   However, the scale of the cultural shift still required should not be underestimated. It is the Task Group's view that the Council is still near the beginning of its journey towards

   a) instilling a culture of robust, cross-service, cross-agency challenge when it comes to safeguarding practice, and

   b) ensuring that there is a focus on safeguarding in every area of Council business.

6.   The Task Group's own journey has been a long and challenging one. Many different agencies, coordinating bodies and services are involved in safeguarding and the relevant legislation and guidance is extensive. To add value to the programme of improvements, the Task Group undertook appropriate training and kept to a very intense schedule of evidence-gathering meetings, visiting another local authority and attending many of the numerous events that followed the Ofsted inspection.

7.   A key reason for the Task Group's initial difficulty was their lack of direct experience of safeguarding matters, either as elected members or specifically as members of the Children's Select Committee. A similar picture can be found at many other local authorities. Many of the Task Group's recommendations seek to increase elected members' engagement with safeguarding and suggest more robust member scrutiny arrangements. The Ofsted report highlighted how important effective governance can be in protecting the welfare of children:

   "Performance monitoring and quality assurance functions carried out by the Children's Trust, Wiltshire Safeguarding Children Board and elected members have all failed to identify the significant failings in child protection services."   Ofsted report, para 17

8.   The Task Group believes that a significant role for a scrutiny task group remains. However, it will be different job to that undertaken by this task group over the last ten months: This review has required an intense, investigative approach and many meetings, but future scrutiny should adopt a more traditional challenge, oversight and scrutinising role, which reintroduces services for LAC into its work programme and reports regularly to the Children's Select Committee.

9.   The failings identified by Ofsted and the work subsequently undertaken during this review all point to one, overriding conclusion: Protecting the welfare of children and young people cannot just be the preserve of social care teams, or even of all professionals working in the children's services field. Safeguarding impacts upon every aspect of the Council's business and is therefore the whole Council's responsibility. This report seeks to make workable suggestions on how to embed a culture which reflects this by improving communication and co-ordination; raising awareness and engagement; and introducing better scrutiny and monitoring. It is the Task Group's belief that these measures will be key in lifting Wiltshire's 'Notice to Improve' (attached at Appendix 1) and in safeguarding Wiltshire's children and young people more effectively in the future.

Background

Ofsted inspection – March 2012

10. The Task Group was established following a multi-agency Ofsted inspection of Wiltshire, undertaken between 5th and 16th March 2012. The inspection looked at the contribution made by all agencies to ensure that children and young people were properly safeguarded and the quality of service provision for looked after children and care leavers. The subsequent Ofsted inspection report was published on 24 April 2012 and the results are summarised as follows:

Safeguarding services	
Overall effectiveness:	Inadequate
Capacity for improvement:	Adequate
Looked after children (LAC) services	
Overall effectiveness:	Adequate
Capacity for improvement:	Good

Possible grades: inadequate, adequate, good and outstanding.

11. Whilst the Ofsted report did find areas of good safeguarding practice, there were also significant failings, briefly summarised as follows:

   •   "The inspection found statutory requirements are not met consistently and that there are significant failings in the contribution made by Wiltshire Council and partner agencies to child protection work.

   •   The inspectors state that the level of robustness of managerial oversight and decision-making needed to improve to ensure that the risk to a child or young person is minimised.

- For some children and young people child protection procedures had not been followed in accordance with statutory guidance, resulting in them not being subject to a child protection plan when they should have been.

- Within health agencies and adult services it is highlighted that there is a lack of appropriate levels of safeguarding supervision and training for a wide range of staff who have direct contact with children, young people and families.

- Although there is a wide range of performance management and quality assurance systems in place across the partnership their effectiveness is variable. Performance monitoring and quality assurance functions carried out by the Children's Trust, WSCB and elected members have all failed to identify the significant failings in child protection services."

Safeguarding Improvement Board and Safeguarding Improvement Plan

12.   Following publication of the Ofsted report in April 2012, a multi-agency Safeguarding Improvement Board was established in Wiltshire. This is responsible for monitoring progress against the requirements set out in the Ofsted report and the subsequent Improvement Notice, as well as for agreeing and implementing the Safeguarding Improvement Plan. The Improvement Plan is the key document setting out the actions required by Ofsted and the DfE, as well as further actions agreed by the Improvement Board itself.

13.   The Improvement Board meets every six weeks, has an independent chair and its membership includes the Leader of Wiltshire Council (also now the Lead Member for Safeguarding), Portfolio Holder for Safeguarding (Children and Young People), Chief Constable for Wiltshire Police, Chairman of the Wiltshire Safeguarding Children's Board (WSCB) and senior representatives from the local Health services and schools. It also receives support and guidance from the national Children's Improvement Board. The Safeguarding Improvement Board is required to provide the DfE with evidence that the necessary improvements are being made and, if ministers are unsatisfied, they can invoke statutory powers to intervene. The Chairman of the Task Group also sits on the Improvement Board, which has enabled close communication between the two bodies.

14.   In September 2012, the DfE published its Improvement Notice for Wiltshire. This reiterated the improvements required by Ofsted, but also added further requirements, primarily in regards to Wiltshire's adoptions service. The

Improvement Board consequently became the Safeguarding *and Adoptions* Improvement Board, and the Improvement Plan became the Safeguarding *and Adoptions* Improvement Plan, having now incorporated the necessary improvements to the adoptions service. The Improvement Notice requires the Council to aim to implement all of the necessary improvements by **December 2013**.

<u>Task Group</u>

15.   The Task Group was established by Children's Services Select Committee in May 2012 with the following terms of reference:

   a) To monitor and scrutinise implementation of the improvements to safeguarding arrangements required by Ofsted following its inspection of Wiltshire's Safeguarding and LAC Services in March 2012;

   b) To support Wiltshire Council and its partner agencies in developing robust safeguarding arrangements for children and young people in Wiltshire;

   c) To monitor and scrutinise the impact of safeguarding arrangements in Wiltshire on outcomes for children and young people; and

   d) To monitor and scrutinise the implementation of the Children in Care Commissioning Strategy and its impact on outcomes for Wiltshire's looked after children and their families/carers.

16.   The Task Group in effect replaced the Placements for Looked After Children Task Group, which had focused on issues relating to children looked after by the Council (LAC). The new Task Group retained this responsibility, but with the addition of matters relating to safeguarding. Because Ofsted's concerns were primarily around safeguarding, the Task Group focused on this area and due to the scale and complexity of this work, services for LAC have not yet featured in its work programme.

17.   Additionally, in November 2012 the Committee asked the Task Group to add adoption services to its remit, but again, there has not been time to tackle this area of work in addition to safeguarding. This report contains recommendations on how safeguarding, looked after children and adoptions could all be effectively scrutinised in future. It should be noted that the scrutiny work that is required after this review is different to that undertaken by the Task Group since May 2012. This review has required an intense, investigative approach, whereas future work should adopt a more traditional challenge, oversight and scrutinising role.

Methodology

<u>Membership</u>

18.   The Task Group had the following membership:

        Cllr Jon Hubbard (Chairman)
        Cllr Andrew Davis
        Rev Alice Kemp
        Cllr Bill Moss
        Cllr Carole Soden
        Cllr Bridget Wayman

<u>Overall approach</u>

19.   Having agreed its terms of reference, the Task Group considered how it could play a role in scrutinising the delivery of improvements and developing better safeguarding arrangements in Wiltshire. It quickly became apparent that safeguarding is a wide-ranging and complex area: Many agencies and multi-agency bodies are involved and some of them have overlapping memberships and responsibilities. This is not to mention the wide range of services with specific safeguarding remits and the complex statutory procedures that must be followed. The Improvement Plan is itself over 60 pages long and contains more than 40 improvement milestones. Given these factors, the Task Group agreed the following approach to its work:

a) The Task Group would focus on specific themes rather than attempt to cover everything. It should not attempt to replicate the work of the Improvement Board in monitoring the delivery of the Improvement Plan in its entirety. Instead, the Task Group should work in collaboration with the Board whilst maintaining its independence, and choose specific safeguarding themes to focus on. These were:

    1. **Communications**
    2. **Children's social care workforce**
    3. **Locality working**
    4. **Members and safeguarding**

b) The Task Group should not attempt to attempt to conduct the review as 'technical experts' in safeguarding. The Centre for Public Scrutiny states, "Overview and Scrutiny provides a view from the local community including a lay perspective of services and experiences… It is important that Overview and Scrutiny committees are not seen as professional auditors or performance managers but are involved in providing a 'reality

check' on services. They have a potentially crucial role in influencing the ways in which safeguarding arrangements are framed and developed and making sure that barriers to effective safeguarding arrangements are identified, tackled and removed." ('Safeguarding Children Scrutiny Guide' – Centre for Public Scrutiny, 2009)

Training and guidance

20.   In order to gain a broad understanding of safeguarding, the Task Group undertook training sessions with the Head of Community Safeguarding at Wiltshire Council, and Tom Narducci, a senior consultant from the NSPCC. The Task Group also appointed Mr Narducci, plus an elected peer mentor, to act as expert advisors and guide the Task Group's work:

- Tom Narducci, Senior Consultant at the NSPCC. Tom's role included providing bespoke safeguarding training; advising on how the review should be conducted; advising on potential lines of questioning during meetings; and quality assuring the Task Group's final report.

- Cllr Patricia Arculus, West Sussex County Council. Cllr Arculus is a member of the LGA's Peer Mentor Scheme, a former chairman of West Sussex County Council's Community Services Select Committee and has previously been their Cabinet Member for Children's and Young People's Services.

21.   The Task Group would like the thank Mr Narducci and Cllr Arculus for their invaluable assistance in conducting this review.

Gathering evidence

22.   The Task Group met formally on 16 occasions, in addition to further evidence-gathering activities. The Chairman and other members also attended numerous safeguarding events, including Multi Agency Forums (MAFs), Safeguarding Peer Review events, Social Care staff forums, Gateway Panels and the launch of the new safeguarding thresholds document.

23.   During the review, the Task Group received evidence from:

- Cabinet Member for Children's Services
- Portfolio Holder for Safeguarding
- Corporate Director with responsibility for Children's Services
- Interim Service Director for Children, Families and the Integrated Youth Service

- Joint Service Director for Commissioning and Performance
- Safeguarding Improvement Plan Project Manager
- Head of Children in Care
- Chairman of Wiltshire's Local Safeguarding Children's Board (LSCB).
- Social workers from the Referral and Assessment team
- Child Protection Chairs – these chair child protection conferences
- Independent Reviewing Officers – these are responsible for reviewing placements for looked after children
- Team Leaders and Youth Workers from the Integrated Youth Service

24. The Task Group also met with Swindon's Borough Council's Cabinet Member for Children's Services and officers from Swindon's social care teams and the independent safeguarding unit. This was a useful opportunity to hear from another authority on what Wiltshire might learn from their approach.

25. The Task Group met twice specifically to scrutinise evidence for the delivery of the improvements set out in the Safeguarding Improvement Plan – this was requested by the Safeguarding Improvement Board. The Task Group then reported members' views on where there was, and was not, evidence for the improvement milestones having been achieved (see Appendices 2 and 3).

Safeguarding roles and responsibilities

26. Readers of this report may benefit from some understanding of responsibilities for safeguarding and the following is intended to summarise the picture:

- **All Elected Members** carry a general responsibility for safeguarding children.

- The **Cabinet Member,** the **Director of Children's Services,** the **Local Safeguarding Children's Board** and the **Children's Trust** carry specific and explicit responsibilities, which are different, but complementary:

- **Cabinet Members for Children's Services** have political responsibility for children's services overall and therefore, in most cases, responsibility for safeguarding children. However, in Wiltshire, the Leader of the Council is the Lead Member for Safeguarding and thus now holds this responsibility (see paragraph 74 for more details).

- **Directors for Children's Services** have professional responsibility for children's services, including operational matters. In most cases, they are

held to account by the Chief Executive, but in Wiltshire's case this done by the Lead Member for Safeguarding (the Leader of the Council).

- **Local Safeguarding Children's Board (LSCBs)** are made up of professional representatives from local authorities, health bodies, the police, schools, voluntary organisations and many other local agencies. They are the key statutory mechanism for agreeing how organisations in each local area will co-operate to safeguard and promote the welfare of children, and for ensuring the effectiveness of what they do. Local authorities must establish the LSCB, but the LSCB holds the local authority to account for its safeguarding arrangements.

- **Children's Trust Boards** are local partnership arrangements for promoting children's welfare generally and for ensuring vulnerable children are receiving support to improve their outcomes and live safe, fulfilled lives. The Children's Trust Board is held to account by the LSCB.

- **Local Authority Overview and Scrutiny committees** hold officers and executive members to account.

Conclusions and recommendations

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Communications

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27. One of the Task Group's biggest concerns about Ofsted's 2012 inspection of Wiltshire is that the safeguarding failings identified seemed to have taken everyone by surprise. A large amount of safeguarding data was being collated and a large number of individuals, services and multi-agency groups were responsible for monitoring, interpreting and acting upon it. However, this failed to identify deficiencies in the safeguarding practice taking place 'on the ground'.

28. Within Ofsted's report, Wiltshire received a grade of 'Inadequate' for 'Performance management and quality assurance'. Ineffective oversight seems to have pervaded all levels of the system, from social care managers responsible for quality assuring casework, to multi-agency coordinating bodies such as the LSCB. The Ofsted report states,

> "Although some issues of poor practice had been identified by children's social care improvement board prior to the inspection commencing, case file audits, performance monitoring arrangements by the Boards and single agency management oversight had all failed to identify key areas of risk or non-compliance with statutory

guidance…This led to some children being left experiencing ongoing risk of serious harm." (para 57)

"Performance monitoring and quality assurance functions carried out by the Children's Trust, WSCB and elected members have all failed to identify the significant failings in child protection services." (para 17)

29.	For this reason, it is vital that information about all child protection work is communicated more effectively in future. This includes performance information in respect of child protection or child in need cases so that areas of possible concern can be identified early. It also includes communicating and promoting – within the Council and across the partner agencies – the many developments in safeguarding practice that have been initiated since the Ofsted inspection.

Safeguarding data

30.	At present, the Improvement Board receives a large amount of data relating to all areas of safeguarding, for example, figures showing the number of children in need and the percentage of child protection referrals which led to initial assessment. Similar information is monitored and scrutinised by many other groups and individuals from various local agencies.

31.	The Task Group believe it is essential that only one 'master' set of these indicators is compiled, and that there is cross-agency agreement about how it is collected, by whom, and how and when it is circulated and presented. Multiple sources of this information could lead to discrepancies and a general lack of clarity and agreement about what is taking place on the ground. This could mean that potential areas for concern are not identified or addressed. Having one agreed process for collecting and circulating this data will also avoid duplication of effort.

32.	Different audiences will have different requirements and the 'master' set of indicators should be designed in such a way that data can be included or excluded depending on the needs of the audience. There will also be different preferences in terms of the guidance that accompanies the raw data, but it should be remembered that data is only useful when the audience understands the story it is telling. Shropshire Council's safeguarding KPI sheet is a good example of an attractive, user-friendly way to present safeguarding data (attached at Appendix 4).

Recommendation

R1.   A single 'master' set of safeguarding performance indicators should be collated and circulated to all relevant local bodies. This should;

   a. Be designed in such a way that more detailed data can be included or excluded depending on the needs of the audience, but there should be only one master set;

   b. Where, necessary, include historic and benchmarking data and include brief analysis, so that the document serves as an effective sign-post to what is happening;

   c. The Council's Communications and/or Performance teams should be enlisted to make this document inviting and accessible to as wide an audience as possible;

   d. It should be clear to all parties who is responsible for collating and circulating this data, to whom and when.

Social Care Bulletins

33.   Since March 2012, the Council has produced weekly Social Care Bulletins which provide a general update on developments in the Council's children's social care teams and on relevant forthcoming events. An example is attached at Appendix 5. These are circulated to all staff in the children and families teams, amongst other relevant groups and individuals.

34.   Anecdotally, the Task Group understand that officers and members do not read the Bulletins consistently and it is felt they could be briefer and more inviting to the reader. It is also noted that the Bulletins only include activity relating to the Council's social care teams, even though safeguarding is a multi-agency responsibility.

Recommendations

R2.   The weekly Social Care Bulletins should be redesigned to be shorter, clearer and more inviting to the reader. The Communications team should be enlisted in the re-design process.

R3.   In addition to the Social Care Bulletin, the Wiltshire Safeguarding Children's Board (WSCB) should coordinate a multi-agency

safeguarding bulletin, produced co-operatively by the relevant local agencies, to communicate and promote the ongoing changes to safeguarding in Wiltshire. Wiltshire Council's Communications team should be enlisted in making this an accessible and inviting document to read.

Safeguarding and Adoptions Improvement Board and Plan

35.　On two occasions during its review, the Task Group were asked by the Improvement Board to scrutinise evidence for the achievement of the improvement milestones set out in the Improvement Plan. The Task Group then reported back to the Improvement Board on where members felt there was, and was not, sufficient evidence that milestones had been reached.

36.　The Task Group feel that some of the milestones within the Improvement Plan are too non-specific to be useful, measurable targets, and this makes it difficult to assess whether improvements are being achieved or not. Members particularly note the use of the word 'some' within certain milestones (as in 'some evidence…', 'some good feedback…') as not being specific enough to represent useful targets. (It is noted, however, that the use of the term was taken from Ofsted's own inspection framework).

37.　The current Improvement Plan also puts the onus on those scrutinising it to decide what evidence sources or outcomes might demonstrate the delivery of each milestone. This makes undertaking robust 'check-and-challenge' more difficult, which represents a potential threat to effective oversight – something that was identified by Ofsted as needing significant improvement.

38.　The Improvement Plan is the key document setting out all of the necessary improvements to safeguarding, plus the actions that underlie them. It is therefore crucial that it is designed in such a way that enables the effective monitoring and scrutiny of the improvements it contains.

Recommendations:

R4.　All milestones within the Safeguarding and Adoptions Improvement Plan should be SMART, i.e. Specific, Measureable, Achievable, Relevant, Time-bound.

R5.　Each milestone within the Safeguarding and Adoptions Improvement Plan should be accompanied by a list of those indicators that illustrate whether it has been achieved or not.

R6. **Any groups scrutinising the delivery of the Safeguarding and Adoptions Improvement Plan should be provided with a 'RAG-rated' exception report highlighting which milestones are slipping (i.e. red or amber milestones).**

R7. **A 'SMART' approach needs to be taken to *all* reports illustrating the delivery of safeguarding improvements, especially when the Safeguarding and Adoptions Improvement Board is disbanded.**

Safeguarding Peer Liaison post

39. During this review, the Task Group met professionals who were unsure about the options and next steps available when they have concerns about a child or young person's welfare. When concerned about a child's immediate safety professionals know to contact the Council's child protection team (a tier 3 service). However, there is more confusion around the tier 2 services, which are appropriate when level of concern is lower. It may be, for example, that all that is required is some liaison between the relevant agencies or gaining some support for the child or their family (such as parenting support). This situation causes anxiety, may inhibit professionals from seeking support and could potentially delay a child or family from receiving important services.

40. The Task Group notes that, in its report, Ofsted stated that, "Schools and health partners…comment favourably on the advice, guidance and information they can access when seeking clarification as to whether a concern should be a referral." (para 40) However, this does not match the Task Group's experience during its evidence-gathering.

41. The Task Group also received evidence that when professionals contact Referral and Assessment regarding cases, they sometimes receive only a "yes" or "no" response regarding whether the case requires a tier 3 service. While this may lead to the appropriate service being accessed, a fuller dialogue that includes why the case did or did not reach the tier 3 threshold would lead to greater learning.

42. The Task Group believe that professionals across Wiltshire would benefit from having access to an officer whose dedicated role is to provide advice and guidance on all of the support services available and how they can be accessed. It is noted that the Portfolio Holder for Safeguarding and the Corporate Director with responsibility for Children's Services have indicated a possible move towards a 'triage-based' multi-agency contact and referral service; the Task Group feel that it would be appropriate for the proposed 'Safeguarding Peer Liaison' post to sit within either this team or with the CAF Coordinators' team.

43.   It is recognised that any new post represents an additional financial cost to the Council. However, the improved communication of safeguarding services and thresholds that would result should lead to a reduction in referrals to children's social care as well as more efficient working in general, which would mitigate any immediate additional cost.

Recommendation:

R8.   Wiltshire Council should create a new, permanent 'Safeguarding Peer Liaison' post to give professionals around Wiltshire advice and guidance on the appropriate courses of action and tiers of services for potential child in need or child protection cases.

Multi-Agency Forums (MAFs)

44.   Wiltshire now has a Multi-Agency Forum (MAFs) in nearly all community areas, with 16 MAFs in place. MAFs are a forum where frontline practitioners share issues, information, expertise to help address the difficulties of individual local children, young people and families. Their purpose is to promote and deliver early intervention for vulnerable children and young people aged 0-19 in their communities through integrated working between all children's services practitioners at a local level.

45.   Ofsted commented favourably on Wiltshire's MAFs as "proving to be effective in delivering early interventions. Although in varying stages of maturity, where they have been working the longest, multi-agency interventions are effective in providing a 'team around the child' (TAC) approach." (para 41)

46.   Having attended MAF meetings in several areas, the Task Group found there to be some inconsistency in MAFs' operation, particularly in regards to attendance from all of the appropriate teams and agencies. Given the nature of the issues being discussed at MAF meetings, it is particularly important that each one is attended by a professional who can give advice and guidance on child protection matters. This could be the Peer Liaison Post proposed under **Recommendation 8** or a social worker with the appropriate skills and knowledge. Historically, social workers have not consistently attended Multi Agency Forums (MAF) and this has been detrimental to some MAFs' ability to make informed decisions. This may ultimately have led to a greater number of referrals being made to the Referral and Assessment team which could have been resolved at an earlier stage.

Recommendations:

R9. **It should be ensured that all Multi Agency Forums (MAFs) are attended by the Peer Liaison Post proposed under Recommendation 8 (or a social worker with the appropriate skills and knowledge) as a matter of course. Future Scrutiny of safeguarding should include the monitoring of attendance at MAFs.**

R10. **Future scrutiny to include considering how the Council currently quality-assures the operation of Multi Agency Forums, including if and how appropriate attendance is ensured.**

Referral and Assessment – Children's Social Care

47.   The Task Group received evidence that social workers do not consistently communicate with youth workers about cases that they had referred to the Referral and Assessment team (the gateway to tier 3 services). Youth workers reported that their telephone calls were sometimes not returned and that social workers were often unable to answer questions about their colleagues' cases. The Ofsted report states that "[Schools and health partners] report feedback is not routinely given on referrals they make and where it is the quality is reported as variable but improving." (para 40)

48.   Youth workers also reported that once they had referred cases to Referral and Assessment they sometimes played no further role in the process. When conducting the initial assessment, social workers did not always liaise with the youth worker regarding the young person or their background. The youth workers commented that because the social worker is often a stranger to the young person, the young person is less likely to engage fully with the assessment process. Youth workers are often seen by young people and their families as their main point of contact with the Council. The failure to involve them may therefore lead to the social worker having a less informed sense of the case, and to the young person feeling less supported.

Recommendation:

R11. **Whenever possible and appropriate, youth workers must be involved up to and including the initial assessment stage when they have made the referral to the children's social care team, in order to**

   a. Harness the youth worker's knowledge of the young person and their situation; and

     b. Maintain the youth worker as a supportive presence in the young person's life during the assessment process.

     They should also receive feedback on the outcome of the initial assessment.

49.   The Task Group were pleased to note that, following concerns expressed by members, youth workers have now been given access rights to Care First – the case management system used by social care. This has improved youth workers ability to monitor any ongoing cases they had referred 'upwards' to Referral and Assessment.

Children's Social Care Workforce

50.   Throughout this review, professionals have emphasised to the Task Group the value of having established working relationships with specific individuals in other teams and agencies. This was also emphasised by officers from Swindon Borough Council during the Task Group's visit. The use of agency workers, which tend to be more short-term than permanent appointments, inhibits the development of close working relationships. Also, when an agency social worker leaves it means a full caseload must be reallocated across the team, which can be disruptive for staff and for the members of the public involved. A young person's social worker can sometimes be their only stable and reliable relationship, so it is important that they are kept as consistent as possible. Changing a young person's social worker can also force them to re-tell their story more than is necessary.

51.   Unfortunately, Wiltshire Council currently uses agency social workers to a greater extent than many other local authorities, particularly in the Referral and Assessment team, although this situation has improved since the Ofsted inspection:

Table 1 – Children's Social Care – Staff Ratios (end of October 2012)

Team	SWs in post	Agency	Vacant	% Permanent	% Agency
Referral and Assessment team					
(county-wide)	36	24	8	**33%**	**67%**
Community Safeguarding teams					
North	9	1	0	**89%**	**11%**
South	9	0	1	**100%**	**0%**
East	11	3	2	**72%**	**28%**
West	14	3	3	**79%**	**21%**

52. The need to decrease the use of agency staff with children's social care has been acknowledged by the Council and a new Children's Social Care Workforce Strategy (currently out for consultation) aims to reduce the numbers of agency staff, retain a higher percentage of experienced staff and clarify the recruitment policy in the short and long term. The draft Strategy also includes a proposal to create the Council's own bank of social care staff, joining the model already in-place in adult social care services.

53. The Task Group also received evidence that social workers, particularly those that are newly qualified (NQSWs) were sometimes given too high a workload to cope with. Very high caseloads (which were reported immediately following the Ofsted inspection) could mean that there is only time for 'fire-fighting'. This is a particular concern for NQSWs, some of whom were reported to have left after just one year of practice due to the strain of such a high caseload. For comparison, Swindon Borough Council reported Referral and Assessment as having average caseloads of approximately 20 cases.

54. The Task Group acknowledges that work has already been done to reduce the size of social worker caseloads, and the results of this are illustrated in the table below. It is also noted that one reason for the large caseloads experienced previously was social workers and team managers failing to close cases down, which led to a great number of cases remaining in the system. However, these cases were not simply numbers on a spreadsheet that did not require any attention from officers: Statutory guidelines require that any cases not formally closed down must be reviewed at regular intervals. The failure to close cases down promptly when appropriate was therefore leading to a great deal of extra work.

Table 2 – Caseloads in the Referral and Assessment team

Date	Cases	Average caseload per FTE
11 July	1,740	51
14 August	1,497	45
14 September	1,124	33
8 November	1,065	34
18 December	884	32
11 February 2013	999	36

55. The Task Group believe that the development and implementation of the Children's Social Care Workforce Strategy is an important area of future focus by Scrutiny.

Recommendations:

R12. Future scrutiny of safeguarding should include a focus on:

    a. the implementation of the new Social Care Workforce Strategy, with particular regard to the use of agency workers, interim appointments and the management of caseloads for Newly Qualified Social Workers (NQSWs);

    b. the turnover of children's social care within each team

    c. the make-up of children's social care teams in terms of the proportions of temporary/agency and newly qualified staff

    d. performance indicators showing children's social care caseloads;

    e. performance indicators showing the 'throughput' of cases (because the Ofsted inspection identified that cases were being held open for longer than was necessary);

R13. These performance indicators should all be included in the master set of KPI data recommended under Recommendation 1.

56. The Task Group learned that several years ago the post of Child Protection Chair was downgraded. Child Protection Chairs lead child protection conferences, at which professionals from relevant agencies discuss what measures are necessary to protect a child's welfare. The downgrading of this role was not accompanied by a reduced salary, but Child Protection Chairs

who met the Task Group did report that the reduction in their status did give them less authority with managers in other teams and agencies. The Task Group was therefore pleased to hear that the post has now been returned to its previous grading.

<div style="border:1px solid black; text-align:center">Locality working</div>

Co-location and hot-desking

57.   As stated above, throughout this review professionals have emphasised the value of established working relationships with specific individuals in other teams and agencies. The development of such relationships can be enhanced through co-location arrangements and Wiltshire has already taken some steps towards this through the co-location of social care officers and the Police. Some other local authorities, such as Devon County Council, have taken this a step further by establishing Multi Agency Safeguarding Hubs (MASH); here, a number of services and agencies are located together in order to provide a faster, more effective assessment service for child protection cases.

58.   It has been reported that the different teams based in County Hall, Trowbridge and Bourne Hill, Salisbury Council offices are, by definition, co-located and therefore integrated. However, the Task Group believes the matter of leaving true integration to chance in this manner is not sufficient and more determined steps should be taken to ensuring the relevant professionals work together consistently.

Recommendations:

R14. The Council exploits all opportunities to co-locate and integrate different safeguarding teams and agencies in order to maximise the development of close working relationships between individuals. NB. The Task Group does not consider teams being located in the same Council hub, with the ability to hot-desk near each other, to be sufficient as it is does not guarantee regular contact between individuals, nor the development of close working relationships.

R15. Community Operations Boards are encouraged to include hot-desking provision for social workers – which must accommodate confidential conversations – in community campus projects.

59.   In 2010, the Council adopted a countywide service model for the Referral and Assessment element of children's social care. The rationale for this was that

the former patch-based referral and assessment service, under which social workers covered discrete areas of the county, was not cost effective or efficient, there was variable performance between teams, and assessments were not consistently completed within statutory timeframes.

60. Social workers from the Referral & Assessment team, as well as a range of other professionals, have reported that the countywide Referral and Assessment structure has inhibited the development of close working relationships between individuals and caused a reduction in their local knowledge. It has been reported that working with a smaller patch means that relationships with individuals from other local agencies have more opportunity to develop. Some social workers have also reported that working across the county has led to them spending a greater proportion of their time travelling, which has decreased the amount of time they can spend working. This presumably also to an increase in travel costs and carbon emissions.

61. The Portfolio Holder for Safeguarding and the Corporate Director with responsibility for Children's Services have indicated that a future model for the Referral and Assessment service might include

    i)   the referral service (the initial contact point for referrers of child protection concerns) remaining a countywide service, but adopting a more multi-agency, 'triage-based' approach; and

    ii)   the assessment service (the next step, where social care investigates concerns) reverting to a patch-based model, where social workers cover discrete areas of the county. Please see Appendix 6 for a table showing the pros and cons of each configuration, which was provided by the Portfolio Holder and Corporate Director.

62. The Task Group supports this as a future service model.

Recommendations:

R16. **That the Referral element of the Council's Referral & Assessment social care service is maintained as a countywide service, but incorporates a more multi-agency approach, possibly through co-location projects such as the development of a Multi Agency Safeguarding Hub (MASH).**

R17. **That the Assessment element of the Council's Referral & Assessment social care service reverts to operating as a patch-based service where social workers cover discrete areas of the county in order to harness the knowledge of local professionals.**

R18. **That if this service model is not adopted, future scrutiny includes the consideration of the benefits realised from the adoption of the countywide Referral & Assessment team structure, including an analysis of the time officers spend travelling, the associated cost and the environmental impact.**

R19. **Future scrutiny to include consideration of the Referral and Assessment service.**

Service clusters

63. Currently a number of bodies and services in Wiltshire are grouped into geographical clusters e.g. schools, children's centres, youth work, area boards, which do not align with each other. The Task Group are concerned that this misalignment could pose a potential safeguarding risk.

    Recommendation:

    R20. **That Cabinet makes plans to review and optimise the alignment of the various geographical clusters, where possible and appropriate.**

Members and safeguarding

Member awareness and training

64. Protecting the welfare of children and young people effects every area of Council business and is the whole Council's responsibility. It is vital, therefore, that all members understand their own safeguarding responsibilities, whether as cabinet member, scrutiny member or an elected or co-opted member of the Council. There may be many members who do not, and research suggests that this picture is reflected at many other local authorities. The Centre for Public Scrutiny states that "There appears to be a degree of uncertainty in many areas about how elected members can best contribute to the process" (Safeguarding Children Scrutiny Guide, 2009). However, if the welfare of children and young people in Wiltshire is to be protected steps need to be taken to change this situation. In their inspection report Ofsted made it clear that elected members had failed in their task of identifying the significant failings in child protection services (para 40).

65. The local elections taking place in Wiltshire in May 2013 represent a golden opportunity to raise member awareness of safeguarding matters at the

commencement of a new Council. The Task Group is therefore making a number of recommendations in this area:

Recommendations:

> (NB. In the recommendations below, 'safeguarding' refers to safeguarding children <u>and</u> vulnerable adults.)

R21. Each service section of the Councillors' Handbook 2013 (which will be a web-based resource) should include guidance on what safeguarding considerations might be relevant to that area of Council business.

R22. Following the 2013 elections, all elected members should be required to sign a statement confirming their legal duties in respect of safeguarding. This was agreed by Full Council on 26 February 2013.

R23. Following the 2013 elections, all members (including co-opted members) should undertake both corporate parenting and safeguarding training and this element of the induction should be given the highest possible profile. NB. The Task Group notes how the training provided for the Task Group by the NSPCC focused on the specific safeguarding roles and responsibilities of members. It therefore strongly recommends that this is repeated for all members within the 2013 member induction process.

R24. Following the 2013 councillor induction, the Councillor Development Group should

> a. implement an ongoing programme of safeguarding training specifically aimed at members who did not attend safeguarding training during the induction programme and at members elected following by-elections; and

> b. work with Group Leaders to maximise the number of members who complete this training.

R25. Following the 2013 elections, all members should receive an 'easy-reference' guide to safeguarding. This should explain in plain terms the roles and responsibilities of the various bodies and individuals involved, elected member' specific responsibilities, plus key contact details.

R26. Following the 2013 elections, all elected and co-opted members of the Children's Select Committee should undertake further child safeguarding training, designed to enable them to perform their scrutiny role. Committee members should also undertake an ongoing programme of refresher training in order to keep up with new legislation and the outcomes of serious case reviews etc.

R27. All members of the Safeguarding Children and Young People Panel (which is proposed under Recommendation 35) should undertake further safeguarding training, designed to enable them to perform their additional Panel role (just as members of the Corporate Parenting Panel undertake two days of 'Total Respect' training).

Scrutiny of safeguarding

66.   Historically, Overview and Scrutiny at Wiltshire Council has not focused on the issue of safeguarding. Safeguarding work undertaken by the Children's Select Committee's (and its predecessor committees) has been limited to receiving the Annual Report and Business Plan of the Wiltshire Safeguarding Children's Board (WSCB). Due to the size of this document and perhaps members' lack of familiarity with the subject, receiving this report may well have had negligible impact on practice or outcomes. Analysis of the Committee's resolutions shows that in most cases the WSCB Annual Reports and Business cases were simply noted (see Table 3 below).

Table 3 – Scrutiny of the LSCB Annual reports and business plans

LSCB Annual Report & Business Plan	Children's Select Committee's resolution
2007/8	Noted and further information requested
2008/9	Noted
2009/10	Noted
2010/11	Noted (though this was received by the Task Group and other detailed scrutiny was now underway)

67.   Once again, there is little evidence of more focused or innovative approaches being taken to scrutinising safeguarding arrangements at other local authorities. This is despite the fact that the Centre for Public Scrutiny state that, "Overview and Scrutiny Committees (OSCs) have a potentially crucial role in influencing the ways in which safeguarding arrangements are framed and developed and making sure that barriers to effective safeguarding arrangements are identified, tackled and removed. OSCs need to ensure that

every scrutiny activity relating to children's services includes a focus on safeguarding."

68.   It should also be noted that inspections undertaken by Ofsted prior to March 2012 did not find significant failings in Wiltshire's safeguarding arrangements. Unannounced inspections of the Council's contact, referral and assessment arrangements in 2010 and in 2011 reported a balance of strengths with areas for improvement, but did not raise alarm at children being at risk as a result of any weaknesses identified. This emphasises that the Council should not to rely solely on occasional, external monitoring, but must have robust internal scrutiny arrangements in place as well.

69.   The Safeguarding and Adoptions Improvement Board will continue to exist until the DfE is satisfied that the required improvements have been completed and lifts Wiltshire's Improvement Notice. The Notice requires that the Council aims achieve this by **December 2013**. However, even if this timescale is achieved, the Task Group believes that there will still be a significant job to be done in terms of instilling a culture of robust challenge, maximising cross-team and cross-agency working, and ensuring that safeguarding permeates every area of Council business. In addition, when the Improvement Board disbands, the WSCB will re-acquire many of the coordinating and monitoring responsibilities that the Improvement Board has been undertaking since its formation; this alone will be an important transition that deserves close member scrutiny. The Task Group therefore recommends that a scrutiny task group should continue to focus on safeguarding for at least 18 months after the Improvement Board has been disbanded.

70.   Although a safeguarding task group is still required, its role will be different to the one performed by this task group over the last ten months. For this review, Ofsted's findings have require an intense, investigative approach, with a busy schedule of meetings and other evidence-gathering activities. Realistically, this cannot be sustained in the long term. Additionally, the necessary emphasis on safeguarding has meant that the Task Group has not scrutinised services for LAC – this cannot continue either.

71.   In November, the Children's Select Committee asked the Task Group to add adoption services to its remit, but again, there has not been time to tackle this area of work in addition to safeguarding. At the time of writing, the Council's adoption service is being inspected by Ofsted and any findings and subsequent action plans will be published in the coming weeks. The Task Group recommends that this and any other ad hoc scrutiny activities should be undertaken through rapid scrutiny exercises established when appropriate by the Children's Select Committee.

72. The Task Group have recommended closer future engagement between Scrutiny and the WSCB. As the key coordinating body for safeguarding children and young people in Wiltshire, it is important that elected members are aware of the WSCB's activities and monitor its effectiveness, including whether the objectives set out in its annual business plan are addressed in practice.

73. The Task Group have also recommended that a programme of Scrutiny member engagement with safeguarding services is introduced. The Task Group's experience has been that officers have welcomed and valued elected members taking a direct interest in their safeguarding work, and in future this should include members visiting the relevant teams and experiencing their work firsthand where appropriate. In addition, elected members also learn a great deal though face-to-face meetings with these frontline officers – something that cannot be replicated by receiving reports.

Recommendations:

R28. The Children's Select Committee and the WSCB should agree a memorandum of understanding to clarify their future working arrangements.

R29. Future scrutiny of safeguarding should include consideration of a mid-term *and* annual report from the WSCB, including figures showing WSCB member attendance.

R30. Future scrutiny of safeguarding should include comparisons between the WSCB's Business Plan and the minutes of its meetings in order to ensure that its agreed objectives are being addressed.

R31. A programme of Scrutiny member engagement with safeguarding services (at a range of locations) should be developed, including member visits to safeguarding teams and attendance at officer safeguarding training.

R32. The Children's Select Committee to re-establish the Safeguarding Children and Young People Task Group with the following terms of reference:

   1. To monitor the implementation of any recommendations made by the Safeguarding Children and Young People Task Group that are endorsed by the Children's Select Committee and accepted by the executive.

2. To scrutinise Wiltshire Council's delivery of improvements to safeguarding children and young people as set out in the Safeguarding and Adoptions Improvement Plan.

3. To receive a twice-annual report from the Council's Lead Member for Safeguarding Children and Young People providing details of their safeguarding activity.

4. To continue/conduct ongoing scrutiny of services for Looked After Children (LAC).

5. To work in collaboration with the Safeguarding Children and Young People Panel to clarify future joint-working arrangements [the establishment of which is proposed under Recommendation 35]

R33. The Safeguarding Children and Young People Task Group should

a. continue its work for at least 18 months after the Safeguarding Improvement Board has been disbanded;

b. receive an update on the work of the Safeguarding Improvement Board (SIB), or from the WSCB upon the SIB's demise, at each meeting;

R34. The Children's Select Committee to establish rapid scrutiny exercises when appropriate to undertake related additional tasks, such as considering the outcomes of the recent Ofsted inspection of the Council's adoptions service and the monitoring of any required improvements.

Safeguarding Children and Young People Panel

74. In considering how to ensure effective future scrutiny of safeguarding, the Task Group has been mindful of the good work done in regards to services for Looked After Children (LAC) by the Placements for LAC Task Group and the Corporate Parenting Panel, both of which were praised in Ofsted's inspection report. These two bodies have played different but complementary roles in improving these services: The Task Group conducted traditional scrutiny of budget management and performance, holding the executive to account for its decisions. Meanwhile the Corporate Parenting Panel (which is chaired by the Portfolio Holder for Safeguarding and whose membership includes both members and officers) played a more collaborative role, engaging with the

relevant teams, agencies and service users to prioritise and promote the needs of LAC and their carers.

75.   Given this experience, the Task Group recommends that a similar dual body arrangement is adopted for scrutinising, developing and promoting the safeguarding of all children and young people in Wiltshire. Mindful of the additional member commitment that the proposed Safeguarding Children and Young People Panel will entail, the Task Group also recommends that the Council considers reducing the elected membership of the Corporate Parenting Panel.

Recommendations:

R35.   The Council to establish a Safeguarding Children and Young People Panel. This should be <u>in addition to</u> robust scrutiny of safeguarding, undertaken by the Children's Select Committee or a task group. The advantages of such a 'dual body' arrangement have already been witnessed with the former Placements for LAC Task Group and the Corporate Parenting Panel, with the former conducting scrutiny of budget management and performance and the latter focusing on developing the best care arrangements for looked after children.

The Panel should be run in a similar manner to the Corporate Parenting Panel, in the following ways:

- **membership to include both members and officers**
- **close liaison with the broad range of teams and local agencies**
- **involving parents, children and young people (when appropriate) to develop policy**
- **a clearly defined and mutually agreed distinction between the Panel's liaising role and the monitoring and scrutinising role of Scrutiny.**

R36.   In light of the additional commitment from members required by the formation of a Safeguarding Children Panel, the Council to consider reducing the elected membership of the Corporate Parenting Panel.

Council governance of safeguarding

76.   The division of responsibilities for safeguarding is potentially confusing as there are many different bodies involved with overlapping duties and

memberships. Wiltshire's structure is unusual so there may be even more potential for confusion:

- The statutory role of Lead Member for Children's Services is now technically held by the Leader of the Council. However, the Leader only performs the safeguarding element of this role and she therefore has the title of 'Lead Member for Safeguarding'. The other areas of children's services (education etc) are overseen by the Lead Member for Children's Services, although this member does not actually hold the statutory post (it is held by the Leader of the Council).

- The Lead Member for Safeguarding is supported by the Portfolio Holder for Safeguarding.

- The Safeguarding and Adoptions Improvement Board is a temporary body, set up following the Ofsted inspection to oversee the necessary improvements. It is therefore undertaking duties that would normally be the responsibility of the WSCB. The WSCB itself is ongoing and is undertaking a review of its structures and processes. Once the Improvement Board is disbanded, the WSCB will reacquire its full role of coordinating and monitoring safeguarding activity across the county.

- Because Wiltshire Council does not have a Chief Executive, the Corporate Director with responsibility for children's services is ultimately held to account for the Council's safeguarding arrangements by the Leader of the Council.

77. Any confusion around safeguarding roles and responsibilities poses a threat to the necessary improvements being achieved. The Task Group therefore recommends that a clear and user-friendly document is created and circulated which clarifies this picture (**Recommendation 37**).

78. The Task Group has recommended that all members of the Council undertake relevant safeguarding training, plus specific additional training for members of the Children's Select Committee and the proposed Safeguarding Children and Young People Panel. Due to the ongoing programme of improvements, the Lead Member and Portfolio Holder for Safeguarding have already undertaken relevant training as well as receiving peer support from other local authorities. However, the Task Group believe that a set, rolling programme of safeguarding training for the relevant executive members should be introduced. This will ensure that whoever holds these positions in the future will have the necessary expertise (**Recommendation 38**).

79. In 2011 the Cabinet of Wiltshire Council approved a new senior management structure that removed the post of Chief Executive. This meant that Corporate Directors now held the most senior officer posts and reported directly to the Leader. The new structure meant that each of the corporate directors, including the corporate director with responsibility for children's services, took on additional corporate responsibilities, such as legal, human resources or finance.

80. The Task Group considered the 'Statutory Guidance on the Roles and Responsibilities of the Director of Children's Services and the Lead Member for Children's Services', produced by the Department for Education. The 2012 version of the guidance includes the following paragraph[1]:

> "It is legally permissible for the DCS and LMCS roles to be combined with other operational and political functions of the local authority. However, given the breadth and importance of children's services functions that the DCS and LMCS cover, local authorities should give due consideration to protecting the discrete roles and responsibilities of the DCS and LMCS before allocating any additional functions to individuals performing these roles. In particular, local authorities should undertake a **local test of assurance** so that the focus on outcomes for children and young people will not be weakened or diluted as a result of adding such other responsibilities (see paras 13-16 below). Given the demanding nature of the DCS and LMCS roles, local authorities should consider *all* aspects of any combined posts…" (para 10)

81. Given this guidance, the Task Group considered the steps the Council had taken prior to restructuring its senior management to ensure that the proposed changes would be legal and that the Council's arrangements for safeguarding would remain robust and effective. These steps included taking internal and external legal advice, consulting other local authorities and the chairman of the Wiltshire Safeguarding Children's Board, and putting in place external review arrangements. The Task Group also received a 'Test of assurance' report carried out on behalf of the Council by an independent reviewer. The report concluded that there was no suggestion or evidence that the additional roles of the Corporate Director who holds the statutory role of Director for Children's Services, compromises or impacts on their ability to fulfil these responsibilities. The report did recommend that a further assessment should be undertaken and the overall capacity of the corporate directors should be reviewed again once the necessary improvements in safeguarding had been established.

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[1] The 2009 guidance, which was in place at the time of the restructuring, contains a similar paragraph.

82. The Task Group recommends that an ongoing programme of tests of assurance should be implemented to ensure that the statutory safeguarding responsibilities of both the director for children's services and the Lead Member for Children's Services are being met.

83. The Task Group believe that putting safeguarding at the centre of all Council business should be a priority for the future. A simple and effective way of encouraging this would be to include a 'Safeguarding considerations' section in **all reports** to Wiltshire Council committees, including Cabinet.

> **R37. A clear and user-friendly document is created and circulated setting out the differing safeguarding roles and responsibilities of the Safeguarding Improvement Board (SIB), the Wiltshire Safeguarding Children's Board (WSCB), the Children's Trust, the Portfolio Holder and Lead Member for Safeguarding, Children and Young People and Children's Select Committee. This document should be complete in time for the May 2013 elections and should be reviewed prior to the Safeguarding Improvement Board being disbanded.**

> **R38. An ongoing programme of safeguarding training is implemented for the lead executive members for safeguarding. This should be designed to reflect executive member's statutory duties as set out in legislation and in the Monroe and Laming reports and including refresher training on new legislation, serious case reviews etc.**

> **R39. That a job specification for the lead executive members for safeguarding, reflecting their statutory duties, should be adopted.**

> **R40. An ongoing programme of tests of assurance should be implemented to ensure that the statutory safeguarding responsibilities of the director for children's services and the Lead Member for Children's Services are being met.**

> **R41. All reports to Wiltshire Council committees, including Cabinet, should include a dedicated 'Safeguarding considerations' section (like the 'Environmental considerations' section). This will encourage report authors, directors and members to consider how any proposals, no matter what the service area, might impact upon the safeguarding of children, young people and vulnerable adults, and what could be done to mitigate any risks. This puts safeguarding at the centre of everything the Council does.**

Cllr Jon Hubbard, Chairman of the Safeguarding Children and Young People Task Group

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Appendices

Appendix 1   DfE Improvement Notice – Wiltshire
Appendix 2   Task Group report to the Safeguarding Improvement Board – Nov 2012
Appendix 3   Task Group report to the Safeguarding Improvement Board – Jan 2013
Appendix 4   Shropshire Council – Safeguarding KPIs
Appendix 5   Social Care Bulletin example (26 November 2012)
Appendix 6   Countywide vs. patch-based Referral and Assessment service – table of pros and cons provided by the Portfolio Holder for Safeguarding and the Corporate Director with responsibility for children's services

Background documents

1. Ofsted Inspection of Safeguarding and Looked After Children Services – Wiltshire, April 2012 (external link)
2. Safeguarding Children Scrutiny Guide – Centre for Public Scrutiny, 2009 (external link)
3. Statutory Guidance on the Roles and Responsibilities of the Director of Children's Services and the Lead Member for Children's Services – 2009 and 2012 (external links)
4. Report to Wiltshire Council Cabinet – 'Proposal for Senior Management Restructure' – 6 October 2011
5. Test of Assurance undertaken on behalf of Wiltshire Council regarding the roles and responsibilities of the Director of Children's Services

Appendices referred to in this report, can be accessed on the following link of the Council's website:

http://cms.wiltshire.gov.uk/ieListDocuments.aspx?CId=1124&MId=6968&Ver=4

item 65 refers or via this Cabinet agenda

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Wiltshire Council

Cabinet

18 June 2013

Subject: **Annual Report on Treasury Management 2012-13**

Cabinet member: **Councillor Richard Tonge**
                   Finance, Performance, Risk, Procurement and Welfare
                   Reform

Key Decision: **No**

Executive Summary

In accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) (the leading accountancy body for the public services) Prudential Code for Capital Finance in Local Authorities 2003 (The Prudential Code), the Council adopted a Treasury Management Strategy (TMS) for 2012-13, including a set of Prudential and Treasury Indicators (PrIs/TrIs) and an Annual Investment Strategy (AIS) at its meeting on 28 February 2012. The Strategy report can be found in the Cabinet meeting on 15th February 2012 agenda in the reports pack at the following link, http://cms.wiltshire.gov.uk/ieListDocuments.aspx?CId=141&MId=6106&Ver=4 Item 8, Page 67. This report shows how the Council has performed against the strategy.

The treasury strategy was adhered to in 2012-13; the average long term borrowing rate was 3.77%; and the return on investments was 0.80%.

Proposals

The Cabinet is asked to consider and note:

a)   Prudential Indicators, Treasury Indicators and other treasury management strategies set for 2012-13 against actual positions resulting from actions within the year as detailed in Appendix A; and
c)   investments during the year in the context of the Annual Investment Strategy as detailed in Appendix B.

Reasons for Proposals

To give members of the Cabinet an opportunity to consider the performance of the Council against the parameters set out in the approved Treasury Management Strategy for 2012-13.
This report is required by the Prudential Code for Capital Finance in Local Authorities and the CIPFA Code of Practice for Treasury Management in the Public Services.

Michael Hudson
Service Director, Finance

Wiltshire Council

Cabinet

18 June 2013

Subject:	**Annual Report on Treasury Management 2012-13**
Cabinet member:	**Councillor Richard Tonge** **Finance, Performance, Risk, Procurement and Welfare Reform**
Key Decision:	**No**

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1. Background & Purpose of Report

1.1 In accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) (the leading accountancy body for the public services) Prudential Code for Capital Finance in Local Authorities 2003 (The Prudential Code), the Council adopted a Treasury Management Strategy (TMS) for 2012-13, including a set of Prudential and Treasury Indicators (PrIs/TrIs) and an Annual Investment Strategy (AIS) at its meeting on 28 February 2012. The Strategy report can be found in the Cabinet 15th February 2012 agenda reports pack, Item 8, Page 67 http://cms.wiltshire.gov.uk/ieListDocuments.aspx?CId=141&MId=6106&Ver=4 .

1.2 An interim report for the period from 1 April to 30 September 2012 was submitted to Cabinet on 6 November 2012, the minutes of which were received and noted by Council at its meeting on 13 November 2012. This report covers the whole financial year ended 31 March 2013.

2. <u>Main Considerations for the Cabinet</u>

2.1 This report reviews:

   a) PrIs, TrIs and other treasury management strategies set for 2012-13 against actual positions resulting from actions within the year (see Appendix A); and

   b) investments during the year in the context of the Annual Investment Strategy (see Appendix B).

2.2 There were no opportunities to restructure PWLB loans in 2012-13, mainly because of the continuing high level of premiums payable for early repayment, together with the availability of favourable interest rates at the appropriate maturity levels.

Review of Prudential and Treasury Indicators and Treasury Management Strategy for 2012-13

2.3 The detail of the review is given in Appendix A. The Cabinet is asked to note that:

a) all action has been within the approved PrIs and TrIs;

b) the Council has recovered a further £1.4 million from Icelandic banks during 2012-13. Total recoveries since the banks failed in 2008 now stand at approximately £8.4 million.

c) the average interest rate for long term debt has remained at 3.77%, the same as in 2011-12, rates being mainly fixed, with no significant movement in the amount of loans outstanding between 1 April 2012 and 31 March 2013;

d) short term cash deficits and surpluses were managed through temporary loans and deposits with a return on investments of 0.80% (a slight decrease from 0.86% in 2011-12, reflecting overall decreases in the market during the year). This compares with the average market rate, based on the Average 3 Month LIBID Rate for 2012-13 (London Interbank Bid Rate, i.e. the rate at which banks are prepared to borrow from other banks) of 0.56%; and

e) two mid/longer term "special tranche rate" investments were placed with National Westminster Bank (in April 2012, at 2.25%) and Lloyds Banking Group (in August 2012, at 2.85%), both, for 12 months, taking advantage of favourable rates, whilst ensuring security and liquidity. In September 2012 a further longer term investment was placed with Lloyds Banking Group, taking up available counterparty capacity, at a rate of 1.75%.

Review of Investment Strategy

2.4 This review is detailed in Appendix B. The Cabinet is asked to note that:

a) the tight monetary conditions following the 2008 financial crisis continued through 2012-13 with little material movement in the shorter term deposit rates, average movement being on the downside.

b) overlaying the relatively poor investment returns was the continued counterparty concerns, including Euro zone sovereign debt, together with the US 'fiscal cliff', the Italian elections, concerns in respect of the Cyprus 'bail-in' and the downgrading of the UK (AAA) credit rating by two of the main rating agencies. Although the latter passed without any significant impact.

c) during the financial year the Council was able to take the opportunity presented by longer term (four to 12 months) investment rates to invest surplus cash balances at optimum rates, whilst maintaining its approved strategy, including security and liquidity and credit rating criteria.

3. Environmental and Climate Change Considerations

3.1 None have been identified as arising directly from this report.

4. Equalities Impact of the Proposal

4.1 None have been identified as arising directly from this report.

5. Risks Assessment and Financial Implications

5.1 The primary treasury management risks to which the Council is exposed are adverse movements in interest rates and the credit risk of counterparties.

5.2 Investment counterparty risk is controlled by assessing and monitoring the credit risk of borrowers as authorised by the Annual Investment Strategy. Appendix B of this report details action taken in 2012-13.

5.3 At 31 March 2013, the Council's average interest rate in respect of long term debt was 3.77%, which remains relatively low, when compared with other local authorities.

5.4 It is also considered important to ensure that there is an even spread of loans to avoid the prospect of a number of high value loans maturing in any one year, which may need to be re-financed at a time when interest rates are high. A summary of the present loan maturity profile is shown in Appendix C (i).

5.5 Returns on short term investments have not moved significantly, mainly as a result of the volatility of the market following the 'credit crunch' starting in October 2008 and are likely to continue at near current levels for some time yet. The costs of borrowing for this Council have remained at similar levels because the loan profile is almost entirely at fixed maturity rates (despite the unexpected change of policy on PWLB lending arrangements in October 2010, when new borrowing rates increased by 0.75% to 0.85%, without an associated increase in early redemption rates). The investment rate of return for the year was 0.80%, against the average borrowing rate of 3.77%.

6. Legal Implications

6.1 None have been identified as arising directly from this report.

7. Options Considered

7.1 Mid/longer term investment rates, although lower than rates available in 2011/12, provided an opportunity to reinvest at special (attractive) deposit rates over four to 12 months. Other cash surpluses that arose were mainly placed in money market funds offering competitive rates when compared with market rates, with the advantage of being highly liquid, whilst being within the Councils approved creditworthiness criteria. In the first six to nine months of the financial year other investments were placed on the money market. In the prevailing economic climate at that time it was decided to continue to keep investments short (three months maximum), pending further certainty in the financial markets.

7.2 Due to the improvement in the market outlook later in the financial year, the Council's treasury advisers (Sector Treasury Services Ltd) took the view that the three month maximum duration limit could be lifted and durations returned to those indicated by their creditworthiness model (without adjustment). This is, however, subject to a proviso that investments should only be placed with strong counterparties and that the decision will be reviewed, should market conditions change in the future.

7.3 This market improvement, although in its relatively early stages, and the consequent changes to counterparty duration limits have enabled the Council to increase potential optimum rates with longer dated deposits, whilst maintaining/ensuring the security and liquidity of investments.

7.4 The latest forecast anticipates that Bank Rate will not start to rise until quarter one of 2015 and move steadily further during 2015. PWLB rates are also expected to rise steadily over the next three years as the UK economy improves.

8. Conclusion

8.1 Cabinet is asked to note the report.

Michael Hudson
Service Director, Finance

Report Author:

Keith Stephens, Business Analyst (Cash and Treasury) Tel: 01225 713603, email: keith.stephens@wiltshire.gov.uk

Background Papers

The following unpublished documents have been relied on in the preparation of this Report: NONE

Appendices

Appendix A   Review of Prudential and Treasury Indicators for 2012-13
Appendix B   Investment Strategy for 2012-13
Appendix C   Summary of Long Term Loans, Temporary Loans and Deposits for 2012-13

REVIEW OF PRUDENTIAL AND TREASURY INDICATORS FOR 2012-13

1.   Where appropriate the figures shown in this report are consistent with the PrI and TrI estimates in the Strategy for the next three years, as reviewed and reported as part of the 2012-13 budget process.

Prudential Indicators

PrI 1 - Capital Expenditure

2.   The table below shows the original and revised estimate of capital expenditure against the actual for the year 2012-13:

	2012-13 Original Estimate £ million	2012-13 Revised Estimate £ million	2012-13 Actual Outturn £ million
General Fund	113.9	87.3	67.3
Housing Revenue Account	9.4	5.5	4.5

3.   The Capital Programme has been actively managed throughout the year and the revised capital budget (capital outturn position for 2012-13) is £81.9 million. Further breakdown of these figures will be presented in the capital outturn report, which will be taken to the Cabinet Capital Assets Committee at its meeting on 23 July 2013.

PrI 2 – Ratio of Financing Costs to Net Revenue Stream

4.   PrI 2 expresses the net costs of financing as a percentage of the funding receivable from the Government and council tax payers (General Fund) and rents receivable (HRA). The net cost of financing includes interest and principal repayments for long and short term borrowing, as well as other credit-like arrangements, netted off by interest receivable in respect of cash investments.

	2012-13 Original Estimate	2012-13 Revised Estimate	2012-13 Actual
General Fund	8.2%	6.4%	6.5%
Housing Revenue Account	19.9%	15.4%	15.9%

5.   In terms of the General Fund slight differences between budgeted and actual costs led to a minor increase in actual ratio when compared with the revised estimate.

PrI 3 – Estimate of Incremental Impact of Capital Investment Decisions on the Council Tax

6.   This indicator is only relevant during budget setting, as it reflects the impact on the Band D Council Tax, or average weekly housing rents in respect of the HRA, caused by any agreed changes in the capital budget.

PrI 4 – Net Borrowing and the Capital Financing Requirement

7. PrI 4 measures the so called "Golden Rule" which ensures that net borrowing is only for capital purposes. The table below shows the original and revised estimate for 2012-13 compared with the actual position at the year end.

	2012-13 Original Estimate £ million	2012-13 Revised Estimate £ million	2012-13 Actual £ million
CFR – General Fund	389.3	393.5	341.9
CFR – HRA	122.6	122.6	122.6
Net Borrowing – Gen Fund	268.2	187.2	177.8
Net Borrowing – HRA	118.8	118.8	118.8
CFR not funded by net borrowing – Gen Fund	**121.1**	**206.3**	**164.1**
CFR not funded by net borrowing – HRA	**3.8**	**3.8**	**3.8**

8. The Capital Financing Requirement (CFR) increases whenever capital expenditure is incurred. If resourced immediately (from capital receipts, direct revenue contributions or capital grant/contributions) the CFR will reduce at the same time that the capital expenditure is incurred, with no net increase in CFR.

9. Where capital expenditure is not resourced immediately, there is a net increase in CFR, represented by an underlying need to borrow for capital purposes, whether or not external borrowing actually occurs. The CFR may then reduce over time by future applications of capital receipts, capital grants/contributions or further charges to revenue.

10. This PrI is necessary, because under an integrated treasury management strategy (in accordance with best practice under the CIPFA Code of Practice on Treasury Management in the Public Services), borrowing is not associated with particular items or types of expenditure, whether revenue or capital

11. Net Borrowing is the Council's total external debt less its short term cash investments.

PrI 5 – Compliance with CIPFA Code of Practice for Treasury Management in the Public Services ("The Code")

> **In the past year the Council was, and is expected to continue to be, fully compliant with the CIPFA Code of Practice for Treasury Management in the Public Services.**

12. This Code of Practice has been complied with during 2012-13.

Treasury Management Indicators within the Prudential Code

TrI 1 – Authorised Limit for External Debt

Authorised Limit	2012-13 £ million	2013-14 £ million	2014-15 £ million	2015-16 £ million
Borrowing – General Fund	418.5	436.0	450.3	451.9
Borrowing – HRA	123.2	123.2	123.2	123.2
Total Borrowing	**541.7**	**559.2**	**573.5**	**575.1**
Other Long Term Liabilities	0.2	0.2	0.2	0.2
TOTAL	**541.9**	**559.4**	**573.7**	**575.3**

13. This Authorised Limit was not exceeded at any time during the year, as maximum borrowing was below the lower Operational Boundary.

Tr 2 – Operational Boundary for External Debt

Operational Boundary	2012-13 £ million	2013-14 £ million	2014-15 £ million	2015-16 £ million
Borrowing – General Fund	408.5	425.3	439.3	440.9
Borrowing – HRA	123.2	123.2	123.2	123.2
Total Borrowing	**531.7**	**548.5**	**562.5**	**564.1**
Other Long Term Liabilities	0.2	0.2	0.2	0.2
TOTAL	**531.9**	**548.7**	**562.7**	**564.3**

14. This TrI is for gross borrowing and was set at a limit that would allow the Council to take its entire financing requirement as loans if this was the most cost effective alternative. The limit on HRA borrowing is capped at £123.2 million. The limits, which have not been exceeded during the period covered by this report, are set to anticipate expected expenditure. The maximum gross borrowing during the year being £364.0 million (£245.2 million on General Fund and £118.8 on HRA) at 31 March 2013.

TrI 3 – External debt

	31/3/12 Actual £ million	31/3/13 Expected £ million	31/3/13 Actual £ million
Borrowing – General Fund	245.2	245.2	245.2
Borrowing – HRA	118.8	118.8	118.8
Total Borrowing	**364.0**	**364.0**	**364.0**
Other Long Term Liabilities	£0.2	0.2	£0.2
TOTAL	**364.2**	**364.2**	**364.2**

15. This TrI shows the gross External Debt outstanding at year end. The actual borrowing figure is outstanding long term borrowing as shown in Appendix C (i). Actual borrowing was as expected at the end of 2012-13.

16. There were no long term loans taken during the year.

Treasury Management Indicators within the Treasury Management Code

TrI 4a and 4b – Upper Limit on Fixed Interest Rate Exposures and Interest Rate Exposures, respectively

> **The Council's upper limit for fixed interest rate exposure for the period 2012-13 to 2015-16 is 100% of net outstanding principal sums.**

> **The Council's upper limit for variable interest rate exposure is 15% for 2012-13, 25% for 2013-14, 35% for 2014-15 and 40% for 2015-16 of net outstanding principal sums.**

17. All loans and investments are at fixed rates of interest.

TrI 5 – Maturity Structure of Borrowing

Limits on the Maturity Structure of Borrowing	Upper Limit	Lower Limit	Actuals 31/3/13
Maturing Period:			
- under 12 months	15%	0%	0.0%
- 12 months and within 24 months	15%	0%	3.3%
- 2 years and within 5 years	45%	0%	9.4%
- 5 years and within 10 years	75%	0%	9.5%
- 10 years and above	100%	0%	77.8%

18. In addition to the main maturity indicators it is considered prudent that no more than 15% of long term loans should fall due for repayment within any one financial year. The actual maximum percentage falling due for repayment in any one year is currently 3.6% (£13 million) in both 2052-53 and 2053-54. The average interest rate on present long-term debt is 3.77%, which continues to be relatively low when compared with other local authority borrowing rates.

TrI 6 – Total Principal Sums invested for periods longer than 364 days

19. This TrI is covered by the Annual Investment Strategy, which is detailed in Appendix B.

Other Treasury Management issues

Short Term Cash Deficits and Surpluses

20. It was agreed, as per the approved Strategy, that temporary loans and deposits would be used to cover short term cash surpluses and deficits that arise during the year. Such borrowing or investments would be made to specific dates at fixed rates, with reference to cash flow requirements. Investments have also been placed in Money Market Funds during the year.

21. Any outstanding temporary loans and/or deposits are summarised in Appendix C (ii).

Icelandic Bank Deposits

22. During 2012-13 the Council received three more interim dividends from the administrators of Heritable Bank, totalling £0.842 million and two further repayments, totalling £0.542 million, from Landsbanki.

23. According to the latest available information, the Council can expect to receive a final total repayment from Heritable of between 86 and 95 pence in the pound. The Administrators have indicated that a further repayment (the fourteenth) will be paid in July 2013, but "the quantum of the dividend remains subject to the continued collection of funds through a run-off of the various loan books."

24. The Landsbanki Winding-up Board announced on March 9, 2012 that it anticipated recoveries in the administration of Landsbanki would exceed the book value of priority claims by around ISK 121bn (some 9% higher than the value of priority claims) taking account of the sale of its holding in Iceland Foods. It is now considered likely that local authorities will recover 100 per cent of their deposits.

25. The deposits outstanding with Icelandic banks are shown in Appendix C (ii) at impaired value less repayments, impairment being calculated using the latest available guidance.

26. The initial investments in Icelandic banks amounted to a total of £12 million and the Council has recovered just over £8.4 million, to date. Current indications suggest that total recoveries will be better than previously expected. The estimates for the eventual recovery rates are: from Heritable, between 86% to 90%; and 100% from Landsbanki (subject to foreign exchange rate movements). Although it is difficult to estimate the final recoverable amount precisely, the best estimate for the final recoverable amount, based on the expected recovery rates, is just over £11 million (including some interest), leaving approximately £1 million (or 8.9%) irrecoverable overall.

Longer Term Cash Balances

27. The tight monetary conditions have continued through 2012-13 with a downward trend in the deposit rates for all types of investments (short/medium and long term), particularly in the second half of the financial year. As a result opportunities for an increased return by longer term investment of the more permanent cash surpluses, such as reserves and balances have been limited.

28. During the first nine months of 2012-13 funds were mainly invested 'short' (no longer than three months), in the light of the continuing uncertainty of the financial climate, particularly the ongoing Euro zone sovereign debt issues. However, there have been opportunities to invest, within the Councils approved Treasury Management Strategy, in (UK 'Government backed') banks which have offered "special tranche rates" for twelve months.

29. Three "special tranche rate" investments were placed with National Westminster Bank (in April for 12 months at 2.25%) and Lloyds Banking Group (in August for 12 months at 2.85% and a further investment in September for five months, at a rate of 1.75% (now matured)). Further details of the first two 12 month investments are shown in Appendix C(ii).

30. On 11 January 2013 Sector, the Council's treasury advisors, issued a newsflash saying that they then believed that market conditions were such that there was no longer a need for a more stringent limit (of three months) on the maximum suggested durations with counterparties. The revised durations, based on Sector's normal creditworthiness parameters (as shown in the Investment Strategy in Appendix B below), are now reflected in the latest credit lists issued following the newsflash. Sector will, of course, continue to monitor the situation and amend the credit list and their advice accordingly.

REVIEW OF INVESTMENT STRATEGY FOR 2012-13

1. All investments of surplus cash balances were placed to ensure:

   a) the security of capital, deposits only being placed with financial institutions which met the **high credit ratings** laid down in the approved Strategy;

   b) the liquidity of investments, all deposits being placed for fixed periods at fixed rates of interest; and

   c) all such investments were in sterling and in "Specified Investments", as prescribed in the DCLG Guidance on Local Government Investments (the "Guidance").

2. The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

3. As summarised in Appendix C (ii), 258 deposit transactions were processed during the year, with a gross value of £850.046 million. Of deposits placed, 100 were placed direct with HSBC Bank Treasury on the Council's overnight deposit account, 1 in call accounts, 134 through money market funds and 23 were placed with other counterparties via the money markets and direct dealing. The level of deposits in money market funds and call accounts reflects both counterparty downgrading and banks moving away from instant access call accounts to notice accounts, which are sometimes not always suitable for cash flow purposes.

4. Details of the deposits outstanding at the end of the year, totalling £67.338 million, are shown in Appendix C (ii). These deposits represent the Council's reserves both long term, such as the PFI and Insurance funds, and short term such as creditors or payments in advance and include the deposits that remain outstanding from Icelandic banks at impaired value less repayments.

5. The opportunity was taken to place a proportion of these deposits in longer term investments for 12 months, taking advantage of the improved interest rates on offer for the longer maturity period. These are shown within general deposits in Appendix C (ii).

6. The Council contracts with a treasury adviser, regularly reviewing credit ratings of potential organisations and their respective country's ratings, together with other 'tools' used to assess the credit quality of institutions such as credit default swaps. The Council uses this information to assess institutions with which it may place deposits or from which it may borrow, including interest rate forecasts for both borrowing and investment, together with setting a 'benchmark' borrowing rate. The Council's investment policy is 'aimed' at the prudent investment of surplus cash balances to optimise returns whilst ensuring the security of capital and liquidity of investments. However, the Council, like any other organisation, can be exposed to financial risk, which is negated as far as possible by the foregoing measures.

SUMMARY OF LONG TERM BORROWING 1 APRIL 2012 - 31 MARCH 2013

LOANS RAISED During the Period

Date raised	Lender	Amount (£m)	Type	Interest rate (%)	Maturity date	No. of years
No Loans Raised During the Financial Year						
	Total	0.000				

Average period to maturity (years)   **N/A**

Average interest rate (%)   **N/A**

Maturity Profile at 31 March 2013

Year	Amount (£m)	%age	Average rate (%)
1 to 5 years	46.049	12.7	3.501
6 to 15 years	84.933	23.3	2.873
16 to 25 years	93.500	25.7	3.836
26 to 50 years	123.500	33.9	4.380
Over 50 years	16.000	4.4	4.298
Totals	363.982	100.0	3.774

Average period to maturity (years)   **24.53**

SUMMARY OF TEMPORARY LOANS AND DEPOSITS 1 April 2012 - 31 March 2013

Deposits Outstanding at 31 March 2013

Borrower	Amount £m	Terms		Interest rate(%)
National Westminster Bank	8.000	Fixed to	05-Apr	2.25
Lloyds TSB Bank	5.000	Fixed to	09-Aug	2.85
National Bank of Abu Dhabi	8.000	Fixed to	15-Jul	0.65
National Australia Bank	8.000	Fixed to	15-Jul	0.43
Nationwide Building Society	8.000	Fixed to	16-Apr	0.44
Barclays Bank	8.000	Fixed to	16-Apr	0.45
Svenska Handelsbanken AB	0.017	No fixed maturity date		0.40
Ignis Money Market Fund	14.202	No fixed maturity date		0.44
JP Morgan Money Market Funds	0.022	No fixed maturity date		0.28
Prime Rate Money Market Fund	5.853	No fixed maturity date		0.45
Goldman Sachs Money Market Fund	0.002	No fixed maturity date		0.37
Heritable Bank	0.312	Est Recoverable Amount		6.00
Heritable Bank	0.208	Est Recoverable Amount		6.00
Heritable Bank	0.312	Est Recoverable Amount		6.00
Heritable Bank	0.104	Est Recoverable Amount		5.42
Landsbanki	1.285	Est Recoverable Amount		6.10
Landsbanki	0.021	Est Recoverable Amount		4.17
Total	**67.338**			

Outstanding deposits with Icelandic Banks are shown at the estimated recoverable amount, which takes account of estimated impairments and any repayments received to date. The last entry relates to the amount paid out in ISK by the Winding-up Board of Landsbanki and is currently held in Iceland in an interest bearing escrow account, which is accounted for as a "new" investment. Interest rates shown against the other Icelandic deposits are the original rates at acquisition date.

There were no temporary loans taken out in 2012/13

Transactions During the Period

Type	Balance 1 Apr 12 £m	Raised Value £m	No.	Repaid Value £m	No.	Balance 31 Mar 13 £m	Interest Variance * High/Low(%)
Temporary loans							
- General	0.000	0.000	0	0.000	0	0.000	
Total	**0.000**	**0.000**	**0**	**0.000**	**0**	**0.000**	
Temporary deposits							
- General	24.507	176.119	23	153.384	20	47.242	2.85/0.35
- HSBC Overnight	0.000	216.570	100	216.570	103	0.000	0.25/0.20
- Call Accounts	0.026	7.541	1	7.550	1	0.017	0.75/0.40
- Money Market Funds	25.132	449.816	134	454.869	145	20.079	0.76/0.28
Total	**49.665**	**850.046**	**258**	**832.373**	**269**	**67.338**	

* Interest variance is the highest/lowest interest rate for transactions during the period.

* With the exception of the HSBC Overnight Account, interest rates have decreased (relatively) markedly over the year, hence the gap between the higher and lower rates achieved.

* In terms of general deposits, the high of 2.85% was obtained on a special 12 month deposit.

General deposits include impaired Icelandic investments less any repayments that have been received, to date.

Wiltshire Council

Cabinet

18 June 2013

Subject: **Revenue Outturn 2012/2013**

Cabinet Member: **Councillor Dick Tonge**
                     Finance, Performance and Risk

Key Decision: **No**

Executive Summary

To advise the cabinet of the final revenue outturn position as at 31 March 2013 for the financial year 2012/2013. The year end position is that the council has an under spend of £0.087 million.

This is a £1.315 million variance from the forecast position at period 9 and reflects the projections of the Section 151 officer that a balanced budget would be achieved by 31 March 2013.

Proposal

That the cabinet;

1.   Notes the report showing an outturn under spend of £0.087 million;
2.   Recognises the robust financial management to deliver this outcome; and,
3.   Approves setting up a Transformation Earmarked Reserve of £1.336 million.

Reasons for Proposals

That cabinet notes the final revenue outturn for 2012/2013 and approves an earmarked reserve for transformation work.

Michael Hudson
Chief Finance Officer

Wiltshire Council

Cabinet

18 June 2013

Subject: **Revenue Outturn 2012/2013**

Cabinet Member: **Councillor Dick Tonge**
                      Finance, Performance and Risk

Key Decision: **No**

PURPOSE OF REPORT

1.   To advise cabinet of the revenue outturn position for financial year 2012/2013.

SUMMARY

2.   The final outturn position is as follows:

	Revised Budget £ million	Outturn Position for Year £ million	Overspend/ (Underspend) for Year £ million	Overspend/ (Underspend) reported at period 9 £ million	Movement since period 9 £ million
General Fund Total	326.655	326.568	(0.087)	1.228	(1.315)
Housing Revenue Account	0.141	(1.617)	(1.758)	0.000	(1.758)

3.   The final outturn position on the general fund is an underspend of £0.087 million. This represents an improvement of £1.315 million on the budget monitoring position reported for period 9, and reflects the forecast reported by the Section 151 officer to council in February 2013 that a balanced budget would be achieved by 31 March 2013.

4.   This is summarised in the period 9 monitoring report in Appendix D and the reasons for delivering an under spend are highlighted in this report.

5.   The graph below shows how the forecast outturn position has improved during budget monitoring reports to cabinet this year. The graph shows a clear improvement in the position towards the end of the financial year as a result of strong financial management throughout the council.
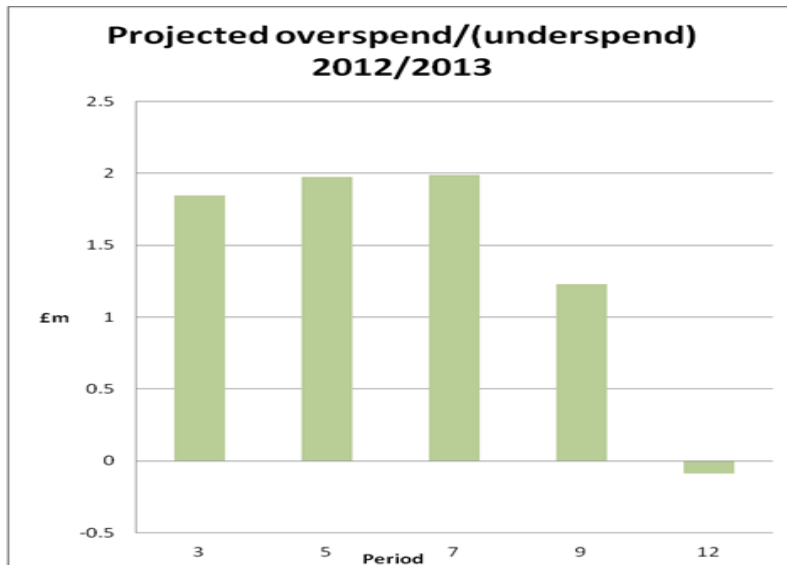
6.   This outturn shows a very slight improvement on figures in the financial plan. The financial plan will be updated to reflect this during budget setting 2014/2015.

BUDGET MOVEMENTS SINCE PERIOD 9 REPORTED TO MEMBERS

Detailed monitoring

7.   The overall outturn position by service areas is set out in Appendix C.

8.   A summary of the service area movements from period 9 monitoring is set out in Appendix D. A more detailed summary of the variances is set out by service areas below.

GENERAL FUND

Adult Social Care (Operations and Commissioning) - Including Older People, Other Vulnerable Adults, Learning Disability, Mental Health and Resources, Strategy and Commissioning - £0.443 million net overspend

9.   The final outturn position across the combined adult social care service area is a £0.443 million overspend (£0.349 million overspend for operations and £0.094 million for commissioning) compared to £0.265 million forecast overspend that was reported at month 9. The adverse movement since last reported, is as a result of a small number of new high cost packages, mainly in services for Other Vulnerable Adults. The outturn position equates to 0.38% of the combined budget of £117.845 million and includes the following:

- A combined underspend across services for Older People and Mental Health Older Adults of £0.094 million. This is reported as an overspend of £0.969 million against Older People and an underspend of £1.063 million against Mental Health Older Adults (reported under the Mental Health heading), being a reflection of the actual spending pattern during this financial year. These service areas are currently managed together as a single service within locality teams, providing services to all older people, including those who are frail or with dementia. This position includes the savings delivered through the Help to Live At Home transformation programme.

- A combined overspend of £0.443 million across all care services provided for 18-64 years olds. The majority of this is across disability services for other vulnerable adults and those with learning disabilities. The overspend is the result of a small number of highly complex and expensive care packages made in the last quarter of the year.

- An overspend of £0.094 million incurred as a result of providing short term additional staffing to support frontline services to other vulnerable adults and older people.

10. As previously reported, cost pressures have been experienced in Adult Care Services. Within Other Vulnerable Adults, there continues to be demand for high cost care packages to support very complex cases, for example to support people with acquired brain injuries or people who have suffered strokes. In addition, cost pressures continue (as in previous years) from people transferring to packages of social care (usually within Learning Disability Services) following reassessment against the Continuing Health Care (CHC) criteria. Across services for older people, residential and nursing placement unit costs are increasing, particularly for complex needs, although numbers of placements have remained relatively steady during the year.

11. The adult social care service has continued to work in partnership with health colleagues to achieve improved integration that will benefit both social care and health services. During this year, the service has developed and piloted the STARR bed service, providing "step up" and "step down" bed facilities with direct input from health staff, for example physiotherapy services. The intention is that this will benefit the whole health and social care pathway by reducing hospital admissions, and improving outcomes post hospital admissions. This will continue into 2013/2014.

Community Leadership & Governance - £0.154 million net underspend

12. The final outturn position for the service is £0.154 million underspent, which is the result of savings against staffing budgets due to vacancies within the service.

Libraries, Heritage & Arts - £0.028 million net overspend

13. The final outturn position for libraries, heritage and arts is £0.028 million overspend. This is due to lower than budgeted income levels.

Housing Services - £0.219 million net underspend

14. The final outturn position for strategic housing services is £0.219 million and is largely the result of a number of vacancies across the department resulting in an underspend against staffing budgets. In addition, there has been lower than expected spend for the administration and set-up costs for the Housing PFI project. These are is not anticipated to reoccur.

Highways and Street Scene - £0.639 million net overspend

15. The final outturn of £0.639 million overspend in 2012/2013 is a favourable movement on the previously reported position by £0.088 million.

16. The routine maintenance and winter and weather emergency elements of the budget faced further pressure in the final 3 months of the financial year and as a result of the substantial flooding and snow experienced throughout the county. The two budgets showed a combined overspend of £1.072 million.

17. Active management of other budgets areas such as the street scene, rights of way and countryside and fleet functions and the release of ring fenced legal monies back into the service ensured the overspend was offset and contained as much as possible within the service.

Leisure - £0.356 million net underspend

18. The final outturn position for leisure services is £0.356 million underspend. This reflects a deferral in spending across the centres on supplies and services to offset the income targets that were not met in order to help mitigate expected overspends across the council. The service is expecting to manage these issues within the 2013/2014 budget.

Car Parking - £0.091 million net overspend

19.   This service is reporting a net overspend of £0.091 million. This is a £0.089 million improvement since period 9 when a projected overspend of £0.180 million was reported.

20.   This is in part due to improved income across the service of £0.051 million from the projected level reported at period 9. However as reported previously, total income fell short of the levels budgeted for. In total car parking income was underachieved by £0.276 million.

21.   Further management of the car parking enforcement and car parking administration functions resulted in a further decrease in the service overspend. This resulted in overall expenditure for the service underspending by £0.185 million.

Children's Services (including Children's Social Care, Integrated Youth, Early Years, School Improvement, Business & Commercial Services, Targeted Services & Learner Support, Safeguarding, Commissioning & Performance and Funding Schools) - £2.746 net overspend

22.   The overspend across the combined children's services areas is £2.746 million, this is a favourable movement of £0.385 million since the last report to cabinet. This comprises overspends in children's social care and safeguarding offset by under spends within other areas of children's services.

23.   Children's social care budgets are overspent by £4.315 million. This takes into account the transfer of £0.500 million from ear marked reserves and income of £0.100 million from the national Children's Improvement Board to offset additional costs incurred through the implementation of the Social Care Improvement Plan. The overspend is as a result of higher placement costs arising from an increase in the numbers of children and young people coming in to care and additional costs of agency staff across the referral and assessment and other social care teams.

24.   Placement budgets for looked after children are overspent by £3.677 million due to increases in the numbers of young people coming in to care. On 31 March there were 453 children and young people looked after in Wiltshire and the number of nights care delivered in 2012/2013 exceeded the budget by 15,647 nights.

25. Actions continued to be taken throughout the year to ensure that children came into care appropriately, including:

- implementation of a new higher level family support service, commissioned as part of the Family and Parenting Support Commissioning Strategy,
- appointment of additional adolescent support workers within the integrated youth service to carry out direct support to young people on the edge of care,
- A new process for Gateway Panels which is now the focal point for all decisions in relation to support for children & young people.

26. An underspend of £0.873 million has been achieved against schools and learning services arising from savings against vacant posts and against activity budgets within the early years service. This has been reported through the financial year. These are one off recovery actions and the budget has been significantly reduced in 2013/2014 as part of the budget setting process.

27. The children's safeguarding budget overspent by £0.299 million, largely as a result of additional staffing costs (including the use of an interim head of safeguarding quality assurance). The numbers of children and young people with a child protection plan has doubled during 2012/2013 and this has had a significant impact on caseloads across the service.

28. In conjunction with these actions, within commissioning and performance the Troubled Families Grant allocated by the government to Wiltshire has been utilised to support the new family support service provided by action for Children and family group conferencing services. This, along with other commissioning savings achieved in 2012/2013, enabled and underspend of £0.800 million to be released in 2012/2013 to support the overspend in children's social care. These savings are one off savings achieved in 2012/2013 to support the overspend in children's services. The higher level family support service is now fully operational and the use of Troubled Families Grant has been reflected in the budget for 2013/2014 meaning that similar underspends will not be achieved against the contract in 2013/2014.

Policy, Performance & Partnership - £0.009 million net overspend

29. This service showed only a minor variance in the year.

Finance, Procurement & Internal Audit - £0.228 million net underspend

30. The service achieved a net underspend at outturn of £0.228 million. This is a £0.188 million variance from the £0.040 million underspend projected at period 9. The main variances arose due to lower than forecast staff costs following the continued freeze on recruitment into vacancies, further reductions in audit fees and an improved return on discounts applied from the revised agency staffing contract.

Revenues and Benefits – Subsidy - £0.096 million net overspend

31. This service is reporting a net overspend of £0.096 million on gross budget of £138.555 million (0.07%). The variance is primarily due to increasing the bad debt provision in respect of housing benefit overpayment debtors, in advance of the Welfare Reform changes which were introduced 1 April 2013.

Legal and Democratic - £0.510 million net underspend

32. The final outturn position for legal and democratic services of £0.510 million underspend reflects further underspends than were reported in period 9. The variance is mainly due to a underspend on councillors expenses and training, underspends on legal salaries and other budgets, and additional underspends in the coroner service due to reduced demand. This has offset overspends in legal where additional demand for work has been required to support a range of services including transformation, child protection, adult care and changes to Section 106 arrangements.

Communications - £0.055 million net underspend

33. The final outturn position for communications of £0.055 million underspend reflects underspends on the staffing and printing budgets, offset against income targets that were not achieved.

Human Resources (HR) and Organisational Development - £0.249 million net underspend

34. The final outturn position for HR of £0.249 million underspend reflects an underspend on employee costs resulting from the management of vacancies, additional income received from offering services such as payroll to external organisations, and various other underspends across the service.

Information Services - £0.657 million net underspend

35. Information services forecast a £0.500 million underspend in 2012/2013 this was achieved through vacant posts for the first part of the year and re-forecasting investment cycle for replacement laptops.

36. Final outturn was £0.657 million; further savings were achieved on applications support maintenance contracts.

Business Services - £0.189 million net overspend

37. In period 9 business services reported an underspend of £0.060 million. The service were managing a forecast overspend of £0.137 million on Insurance by bringing forward savings identified for 2013/2014. This included holding vacant posts in business services finance and health and safety totalling £0.126 million and increased income from customer services for Blue Badges of £0.066 million.

38. Business services final outturn was an overspend of £0.189 million. This was due to an increased overspend on Insurance of £0.353 million, total overspend of £0.490 million for 2012/2013. The forecast for Insurance was based on current expectation for claims, however these are difficult to manage and forecast and include a provision for a claim of £0.100 million. The spend on insurance is not directly controllable by the service. This area will be reviewed in 2013/2014.

39. The service were able to offset this by overachievement of income in registration service £0.040 million and health and safety £0.010 million and a reduction in supplies and services spend across the service £0.059 million.

Strategic Property Services - £0.630 million net underspend

40. The final position was an underspend of £0.630 million which was a change from the figure last reported of £0.259 million.

41. The variance was as a result of an increase in the amount of officer time offset against income from sale of land and some additional sundry income which was not forecast in year.

Transformation Programme - £0.248 million net overspend

42. The final outturn position worsened from the forecast of £0.178 million first reported during the summer to an overspend of £0.248 million.

43. This change in position was due to higher than anticipated spend on utilities mainly water and fuel oil.

Economy and Regeneration - £0.068 million net underspend

44. Economy and Regeneration service final outturn was an underspend of £0.068 million. This position was achieved by holding vacant posts and has been managed despite the significant increase in project work and grant income.

Development Services - £0.239 million net underspend

45. Development services final outturn was an underspend of £0.239 million.

46. Building control and land charges have both faced increased competition in 2012/2013 from the private sector and had to manage this at a time when 'applications' have reduced slightly. Market share is being maintained and service costs covered but forecast income budgets were not fully achieved in 2012/2013.

47. Development management has been able to offset this by exceeding their income budgets for the year. This was due to the 15% increase in planning fees that was introduced on 22 November 2013 and the submission of several large fee paying applications.

Highways Strategic Services - £0.124 million net underspend

48. The service saw an adverse variance of £0.041 million on the previously reported position with a final outturn of £0.124 million underspend. The underspend was primarily related to an increased level of development supervision fees within the service but also smaller underspends in areas such as road safety, bridge routine maintenance, safety camera partnership and establishment costs across the service. This was offset by increased expenditure on the street lighting maintenance and street lighting energy budgets.

Passenger Transport (including Education Transport and Public Transport) - £0.002 million net overspend

49. The public and education transport budgets show a combined final outturn of £0.002 million overspend. The service therefore saw an adverse variance on the previously reported position of £0.043 million.

50. The public transport budget shows a final outturn of £0.127 million overspend. As reported previously there is increased income through neighbouring local authorities contributions to cross boundary public transport contract costs and reduced spend within the concessionary fares element of the budget. This was offset by increased public transport contracts spend with a value of £4.633 million in 2012/2013.

51. The education transport budget shows a final outturn of £0.125 million underspend. The underspend was driven primarily by reduced expenditure in education transport contract costs; particularly the 16+ further education element. There was also an underspend in the SEN passenger assistant salary budgets. The education transport income streams were in line with the 2012/2013 budgets.

Waste - £0.416 million net underspend

52. The final outturn position for waste services of £0.416 million underspend is an improvement from the position reported in period 9. A small change in the municipal solid waste tonnage per household resulted in an underspend on disposal costs and landfill tax, and additional staffing costs that had been forecast for potential periods of bad weather did not materialise. Income was higher than projected, and had previously been uncertain due to a change in trade waste charges, and various other budgets were unspent across the service following instruction to reduce overall spend.

Public Health and Protection - £0.104 million net underspend

53. The service has a final outturn of £0.104 million underspend.

54. The final outturn is largely due to the overachievement of income in licensing within public protection being able to offset in year challenges and careful management of staff and supplies and services budgets.

55. The outturn for public health 2012/2013 budget was break even. Funding was received in year to fund the transition, additional substance misuse services and additional prison healthcare costs. The PCT also funded other public health services which were reported separately from this figure. From April 2013 this budget is now the responsibility of the council.

56. The areas of public health and public protection will be shown separately in monitoring reports in 2013/2014.

Digital Inclusion - £0.063 million net underspend

57.   The broadband contract was not signed until late in the financial year which has resulted in expected costs in respect of the contract and relevant works not being incurred in 2012/2013 as originally anticipated. A transfer to the digital Inclusion earmarked reserve of £0.030 million to fund these delayed costs in 2013/2014 reduced the reported net underspend to £0.063 million.

Corporate Directors - £0.008 million net underspend

58.   The final outturn position for corporate directors of £0.008 million underspend reflects various small underspends across the available budget.

Corporate - £0.498 million net underspend

59.   Corporate as a whole is reporting an underspend of £0.498 million. This compares to the period 9 projected variance of a £1.650 million underspend. There are significant over and underspends on other lines within corporate but they balance with each other.

60.   The £1.700 million transfer from reserves agreed in period 9 has been actioned. (£1.643 million from General Fund Reserves and £0.057 million from other reserves).

61.   There is an underspend on capital financing due to increased capital slippage into 2013/2014. This is higher slippage than the previously reported estimate as at period 9. This budget has been re-based in 2013/2014 so is not expected to reoccur.

62.   There is an overspend on restructure and contingency due to corporate saving, such as a review of administrative services being deferred to 2013/2014. Corporate savings built into the 2013/2014 budget are being reviewed as part of the corporate saving plan.

63.   The underspend on corporate levies is due to not requiring the full budget for the carbon reduction scheme provision as the scheme was changed. This is not expected to reoccur in future years.

HOUSING REVENUE ACCOUNT (HRA)

64.   The HRA is reporting an underspend of £1.758 million. This is primarily (approximately £1.300 million) due to borrowing at a lower rate than had been budgeted in respect of the amount borrowed to fund the HRA subsidy settlement. Other reasons include taking the maintenance contract work in house during the year and other maintenance contracts coming to an end.

Reserves

65. The tables below shows the year end outturn position on the general fund balance and estimated earmarked reserves held by the council.

66. There is an overall improvement in the outturn position from that reported at period 9. However, the cabinet could decide to continue to draw down the £1.700 million it agreed to use from reserves in December. This would give the opportunity to put £1.336 million into a new Transformation Earmarked Reserve.

67. The aim of this earmarked reserve would be to enable cabinet to take decisions to fund transformational change.

68. The set up of this reserve has been reflected in the figures in this report.

General Fund Reserve	£ million	£ million
Balance as at 1 April 2012		(14.145)
Underspend at year end	(0.087)	
Draw from reserves per period 9 monitoring report	1.643	
Extra grant from central government	(0.051)	
Total movement in year		1.505
Forecast Balance 31 March 2013		**(12.640)**

69. The final position shows General Fund Reserves at the year end of £12.640 million, compared to £12.500 million in the financial plan reported to council in February 2013. The report "Wiltshire Council's Financial Plan Update 2013/2014" that went to cabinet on 12 February 2013 gives full details of the risk assessment of General Fund Reserves.

70. In addition to General Fund Reserves, the council also has some ring fenced earmarked reserves. These are held for specific reasons. Earmarked reserves are reviewed regularly as part of closedown process. A further review will be undertaken early in 2013/2014.

71. Below is a list of current Earmarked Reserves:

Earmarked Reserves	Opening Balance 01-Apr-12	Drawdown/ (Deposits)	Closing Balance 31-Mar-13
Schools PFI Reserve	(3.151)	(1.510)	(4.661)
Insurance Reserve	(4.450)		(4.450)
Schools Balances	(13.153)	3.885	(9.268)
Transformation Reserve	(0.228)		(0.228)
Libraries Operating Reserve	(0.051)	0.051	0.000
Housing Reserve	(0.042)		(0.042)
Criminal Records Bureau System Reserve	(0.008)		(0.008)
Elections Reserve	(0.400)	(0.200)	(0.600)
Street Lighting Reserve	(0.100)		(0.100)
Area Board Reserve	(0.583)	0.548	(0.035)
Occupational Health System Reserve	(0.020)	0.020	0.000
Energy Efficiency Reserve	(0.180)	0.141	(0.039)
Digital Inclusion Reserve	(0.153)	(0.030)	(0.183)
Improving Safeguarding Reserve	(0.500)	0.500	0.000
Housing PFI Reserve		(1.588)	(1.588)
Action 4 Wiltshire Reserve		(0.180)	(0.180)
Young People's Support Service (YPSS) Reserve		(0.313)	(0.313)
Transformation Reserve		(1.336)	(1.336)
Revenue Grants Reserve	(4.530)	(0.600)	(5.130)
Forecast Balance 31 March 2011	**(27.549)**	**(0.612)**	**(28.161)**

Main Consideration for the Council

72. To note the current budget monitoring report.

Environmental Implications

73. None have been identified as arising directly from this report.

Equality & Diversity Implications

74. No equality and diversity issues have been identified or arising from this report.

Legal Implications

75.   None have been identified as arising directly from this report.

Risk Assessment

76.   During the year, the council has faced significant service financial pressures. Actions to manage these pressures have been agreed previously and work has been undertaken to manage the financial position.

77.   The council has identified in its corporate risk register various elements which have been covered in previous monitoring reports, most notably the impact the current economic climate has on the council's finances.

Financial Implications

78.   These have been examined and are implicit throughout the report.

Proposals

79.   That Cabinet

   a) Notes the report showing an outturn underspend of £0.087 million;
   b) Recognises the robust financial management to deliver this outcome; and
   c) Approves the set up of Transformation Earmarked Reserve of £1.336 million.

Background Papers and Consultation

   2011-15 Business Plan
   2011-15 Financial Plan
   Budget Monitoring Cabinet Period 3 10 September 2012
   Budget Monitoring Cabinet Period 5 6 November 2012
   Budget Monitoring Cabinet Period 7 18 December 2012
   Budget Monitoring Cabinet Period 9 12 February 2013

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Appendices:

   Appendix A: Revenue Budget Movements 2012/2013
   Appendix B: Service Area Movements 2012/2013
   Appendix C: Detailed Service Area Budget Statements
   Appendix D: Outturn Variance Movements

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Wiltshire Council Revenue Budget Movements 2012/2013

Service	Original Budget	In Year Virements to Period 3	Revised Budget Period 3	In Year Virements to Period 5	Revised Budget Period 5	In Year Virements to Period 7	Revised Budget Period 7	In Year Virements to Period 9	Revised Budget Period 9	In Year Virements to Period 12	Revised Budget Period 12
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adult Care Operations											
Older People	44.055	1.326	45.381	0.000	45.381	0.015	45.396	0.000	45.396	0.829	46.225
Other Vulnerable Adults	8.503	0.381	8.884	0.000	8.884	(0.392)	8.492	0.000	8.492	0.000	8.492
Learning Disability	38.444	0.310	38.754	(0.034)	38.720	(0.010)	38.710	0.000	38.710	0.043	38.753
Mental Health	23.748	(2.017)	21.731	0.000	21.731	0.400	22.131	0.000	22.131	(0.664)	21.467
Adult Care Commissioning											
Resources, Strategy & Commissioning	2.807	0.000	2.807	0.009	2.816	0.001	2.817	0.000	2.817	0.091	2.908
Communities, Libraries , Heritage & Arts											
Community Leadership & Governance	3.303	0.000	3.303	0.583	3.886	(0.021)	3.865	0.003	3.868	0.012	3.880
Libraries Heritage & Arts	4.540	0.000	4.540	0.000	4.540	(0.007)	4.533	0.001	4.534	0.116	4.650
Housing Services											
Housing Services	5.456	0.000	5.456	0.417	5.873	(0.028)	5.845	0.000	5.845	(1.372)	4.473
Neighbourhood Services											
Highways and Street Scenes	19.215	0.209	19.424	0.003	19.427	(0.026)	19.401	0.000	19.401	0.168	19.569
Leisure	3.197	0.103	3.300	0.000	3.300	0.035	3.335	0.000	3.335	0.003	3.338
Car Parking	(5.927)	0.000	(5.927)	0.084	(5.843)	(0.013)	(5.856)	0.000	(5.856)	0.000	(5.856)
Children & Families											
Safeguarding (moved to Children's Services	0.970	0.000	0.970	(0.970)	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Children's Social Care	29.704	(0.030)	29.674	0.232	29.906	0.006	29.912	0.439	30.351	0.039	30.390
Integrated Youth	3.661	(0.450)	3.211	0.036	3.247	0.029	3.276	(0.001)	3.275	(0.064)	3.211
Schools & Learning											
Early Years	9.102	(0.032)	9.070	0.000	9.070	0.000	9.070	(0.002)	9.068	0.026	9.094
School Improvemen	3.752	0.078	3.830	0.121	3.951	(0.122)	3.829	(0.002)	3.827	(0.067)	3.760
Business & Commercial Services	0.771	0.099	0.870	(0.116)	0.754	0.103	0.857	0.006	0.863	0.354	1.217
Targeted Services & Learner Suppor	7.572	(0.087)	7.485	0.408	7.893	(0.002)	7.891	0.000	7.891	(0.259)	7.632
Children's Services Commissioning & Performance											
Safeguarding (Moved from Schools & Learning	0.000	0.000	0.000	0.944	0.944	(0.009)	0.935	(0.035)	0.900	0.133	1.033
Commissioning and Performanc	2.916	0.044	2.960	0.051	3.011	(0.171)	2.840	0.096	2.936	(1.093)	1.843
Funding Schools	0.000	0.000	0.000	1.520	1.520	0.000	1.520	0.000	1.520	1.239	2.759
Policy, Performance & Partnership											
Policy, Performance & Partnershij	0.516	(0.140)	0.376	0.000	0.376	(0.078)	0.298	(0.001)	0.297	0.054	0.351
Finance											
Finance, Procurement & Internal Audit	8.592	0.195	8.787	(0.330)	8.457	(2.617)	5.840	(0.007)	5.833	0.227	6.060
Revenues & Benefits - Subsidy	0.007	0.000	0.007	0.000	0.007	0.000	0.007	0.000	0.007	0.000	0.007
Legal & Democratic											
Legal & Democratic	7.488	(0.023)	7.465	0.000	7.465	(0.059)	7.406	0.000	7.406	(0.159)	7.247
Communications											
Comms & Branding	2.238	0.014	2.252	(0.021)	2.231	(0.012)	2.219	0.000	2.219	0.000	2.219
HR & Organisational Development											
Human Resources & Organisational Developmer	2.689	0.713	3.402	0.000	3.402	0.102	3.504	0.000	3.504	0.146	3.650
Business Services											
Information Services	14.865	0.212	15.077	0.017	15.094	(0.016)	15.078	0.000	15.078	0.000	15.078
Shared Services and Customer Care/ Business Services	5.684	(0.817)	4.867	0.039	4.906	(0.083)	4.823	(0.070)	4.753	0.216	4.969
Strategic Property Services	2.510	(1.437)	1.073	0.000	1.073	0.407	1.480	0.007	1.487	0.029	1.516
Transformation Programme											
Transformation Programme	15.492	1.263	16.755	(0.115)	16.640	(0.120)	16.520	0.070	16.590	0.027	16.617
Economy and Regeneration											
Economy & Regeneration	3.862	0.005	3.867	0.707	4.574	(0.009)	4.565	0.000	4.565	(0.230)	4.335
Development Services											
Development Services	1.186	0.032	1.218	0.000	1.218	(0.056)	1.162	0.000	1.162	0.000	1.162
Strategic Services, Highways and Transport											
Highways Strategic Services	7.054	(0.093)	6.961	0.000	6.961	(0.030)	6.931	(0.001)	6.930	0.000	6.930
Public Transport	11.287	0.012	11.299	0.274	11.573	(0.016)	11.557	0.000	11.557	(0.473)	11.084
Education Transport	8.241	(0.012)	8.229	0.012	8.241	0.000	8.241	0.000	8.241	0.002	8.243
Waste											
Waste	30.597	(0.531)	30.066	(0.023)	30.043	(0.010)	30.033	0.000	30.033	0.000	30.033
Public Health & Protection											
Public Health & Protection	4.055	0.008	4.063	0.000	4.063	(0.035)	4.028	0.001	4.029	0.032	4.061
Digital Inclusion											
Digital Inclusion	0.091	0.147	0.238	0.000	0.238	0.000	0.238	0.000	0.238	(0.030)	0.208
Corporate Directors											
Corporate Directors	0.970	(0.109)	0.861	(0.026)	0.835	(0.040)	0.795	0.000	0.795	0.249	1.044
Corporate											
Movement To/ From Reserves	0.000	(0.238)	(0.238)	(3.121)	(3.359)	(0.045)	(3.404)	(0.504)	(3.908)	4.803	0.895
Capital Financing	25.221	0.492	25.713	0.000	25.713	0.000	25.713	0.000	25.713	0.000	25.713
Restructure and Contingency	(0.904)	(0.306)	(1.210)	(0.701)	(1.911)	0.380	(1.531)	0.000	(1.531)	(4.635)	(6.166)
Specific and General Grants	(38.033)	0.000	(38.033)	0.000	(38.033)	2.549	(35.484)	0.000	(35.484)	0.000	(35.484)
Corporate Levys	7.158	0.679	7.837	0.000	7.837	0.000	7.837	0.000	7.837	0.208	8.045
2011-2012 Budget Requirement	326.655	(0.000)	326.655	0.000	326.655	0.000	326.655	(0.000)	326.655	(0.000)	326.655
HRA Budget	0.141	0.000	0.141	0.000	0.141	0.000	0.141	0.000	0.141	0.000	0.141
	326.796	0.000	326.796	0.000	326.796	0.000	326.796	0.000	326.796	0.000	326.796

Major Wiltshire Council Virements between Services Areas from Period 9 Budget to Period 12

	£m
Adult Care Operations	
Revised Budget Period 9	**114.729**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.088
Reallocation of Public Health Grant Monies	0.005
Release of Grant Earmarked Reserve	0.115
Revised Budget Period 12	**114.937**
Adult Care Commissioning	
Revised Budget Period 9	**2.817**
In Year Virements periods 10-12	
Reallocation of Public Health Grant Monies	(0.020)
Release of Grant Earmarked Reserve	0.111
Revised Budget Period 12	**2.908**
Communities, Libraries, Heritage & Arts	
Revised Budget Period 9	**8.402**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.070
Release of Grant Earmarked Reserve	0.072
Release of Earmarked Reserve	0.052
Transfer unspent grant monies to Earmarked Reserve	(0.066)
Revised Budget Period 12	**8.530**
Housing Services	
Revised Budget Period 9	**5.845**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.207
Release of Grant Earmarked Reserve	0.009
Creation of PFI Earmarked Reserve	(1.588)
Revised Budget Period 12	**4.473**
Neighbourhood Services	
Revised Budget Period 9	**16.880**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.171
Revised Budget Period 12	**17.051**
Children & Families	
Revised Budget Period 9	**33.626**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.098
Reallocation of Public Health Grant Monies	(0.005)
Realignment of DSG Budget Allocation	(0.017)
Transfer unspent grant monies to Earmarked Reserve	(0.101)
Revised Budget Period 12	**33.601**
Schools & Learning	**21.649**
Revised Budget Period 9	
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.699
Transfer unspent grant monies to Earmarked Reserve	(0.135)
Transfer DSG Variance to Reserve	(0.196)
Creation of YPSS Continuing Service Earmarked Reserve	(0.314)
Revised Budget Period 12	**21.703**
Children's Services Commissioning & Performance	**5.355**
Revised Budget Period 9	
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.124
Release of Contingency	0.445
Realignment of DSG Budget Allocation	0.017
Transfer DSG Variance to Reserve	(1.492)
Transfer unspent grant monies to Earmarked Reserve	(0.053)
Drawdown from Schools Earmarked Reserve	1.239
Revised Budget Period 12	**5.635**
Policy, Performance & Partnership	
Revised Budget Period 9	**0.298**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.053
Revised Budget Period 12	**0.351**
Finance	
Revised Budget Period 9	**5.840**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.251
Realignment of income budget to business service	(0.024)
Revised Budget Period 12	**6.067**
Legal & Democratic	
Revised Budget Period 9	**7.406**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.041
Transfer to Elections Earmarked Reserve	(0.200)
Revised Budget Period 12	**7.247**
Communications	
Revised Budget Period 9	**2.219**
No Virements in period	
Revised Budget Period 12	**2.219**

	£m
HR & Organisational Development	
Revised Budget Period 9	**3.504**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.152
Realignment of Central Support Recharges to HRA	(0.001)
Transfer of Union Rep Budget	(0.005)
Revised Budget Period 12	**3.650**
Business Services	
Revised Budget Period 9	**21.318**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.217
Realignment of income budget to finance	0.024
Realignment of Central Support Recharges to HRA	0.004
Revised Budget Period 12	**21.563**
Transformation Programme	
Revised Budget Period 9	**16.590**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.084
Realignment of Central Support Recharges to HRA	(0.077)
Release of Earmarked Reserve	0.020
Revised Budget Period 12	**16.617**
Economy and Regeneration	
Revised Budget Period 9	**4.565**
In Year Virements periods 10-12	
Release of Grant Earmarked Reserve	0.049
Release of Earmarked Reserve	0.200
Release of Investment: Energy Efficiency	0.141
Transfer unspent grant monies to Earmarked Reserve	(0.439)
Creation of Action 4 Wilts Earmarked Reserve	(0.181)
Revised Budget Period 12	**4.335**
Development Services	
Revised Budget Period 9	**1.162**
No Virements in period	
Revised Budget Period 12	**1.162**
Strategic Services, Highways and Transport	
Revised Budget Period 9	**26.729**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.002
Transfer unspent grant monies to Earmarked Reserve	(0.474)
Revised Budget Period 12	**26.257**
Waste	
Revised Budget Period 9	**30.033**
No Virements in period	
Revised Budget Period 12	**30.033**
Public Health & Protection	
Revised Budget Period 9	**4.028**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.014
Reallocation of Public Health Grant Monies	0.020
Transfer of Union Rep Budget	0.005
Transfer unspent grant monies to Earmarked Reserve	(0.006)
Revised Budget Period 12	**4.061**
Digital Inclusion	
Revised Budget Period 9	**0.238**
In Year Virements periods 10-12	
Transfer to Digital Inclusion Earmarked Reserve	(0.030)
Revised Budget Period 12	**0.208**
Corporate Directors	
Revised Budget Period 9	**0.795**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	0.249
Revised Budget Period 12	**1.044**
Corporate	
Revised Budget Period 9	**(7.373)**
In Year Virements periods 10-12	
Redundancy Funding from Corporate	(2.520)
Release of Contingency	(0.445)
Realignment of Central Support Recharges to HRA	0.074
Release of Grant Earmarked Reserve	(0.356)
Release of Earmarked Reserve	(0.213)
Creation of PFI Earmarked Reserve	1.588
Release of Investment: Energy Efficiency	(0.200)
Transfer DSG Variance to Reserve	1.688
Transfer unspent grant monies to Earmarked Reserve	1.274
Transfer to Elections Earmarked Reserve	0.200
Creation of Action 4 Wilts Earmarked Reserve	0.181
Transfer to Digital Inclusion Earmarked Reserve	0.030
Creation of YPSS Continuing Service Earmarked Reserve	0.314
Drawdown from Schools Earmarked Reserve	(1.239)
Revised Budget Period 12	**(6.997)**
SUMMARY TOTALS	
Revised Budget Period 9	**326.655**
Revised Budget Period 12	**326.655**
HRA Budget (Unchanged)	**0.141**

Appendix C

Wiltshire Council Revenue Budget Monitoring Statement   **31-Mar-13**

		Original Budget	Revised Budget Including Virements	Actual Position 31 March 2013	Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	
Adult Care Operations						
Older People	Gross Costs	53.241	53.672	58.530	4.858	9.1%
	Income	(9.186)	(7.447)	(11.336)	(3.889)	52.2%
	Net	**44.055**	**46.225**	**47.194**	**0.969**	**2.1%**
Other Vulnerable Adults	Gross Costs	9.179	9.006	9.462	0.456	5.1%
	Income	(0.676)	(0.514)	(0.667)	(0.153)	29.8%
	Net	**8.503**	**8.492**	**8.795**	**0.303**	**3.6%**
Learning Disability	Gross Costs	42.018	41.224	41.975	0.751	1.8%
	Income	(3.574)	(2.471)	(3.088)	(0.617)	25.0%
	Net	**38.444**	**38.753**	**38.887**	**0.134**	**0.3%**
Mental Health	Gross Costs	27.941	24.706	24.895	0.189	0.8%
	Income	(4.193)	(3.239)	(4.485)	(1.246)	38.5%
	Net	**23.748**	**21.467**	**20.410**	**(1.057)**	**(4.9%)**
Adult Care Commissioning						
Resources, Strategy & Commissioning	Gross Costs	2.955	3.055	3.216	0.161	5.3%
	Income	(0.148)	(0.147)	(0.214)	(0.067)	45.6%
	Net	**2.807**	**2.908**	**3.002**	**0.094**	**3.2%**
Communities, Libraries, Heritage & Arts						
Community Leadership & Governance	Gross Costs	3.358	3.935	4.226	0.291	7.4%
	Income	(0.055)	(0.055)	(0.500)	(0.445)	809.1%
	Net	**3.303**	**3.880**	**3.726**	**(0.154)**	**(0.040)**
Libraries, Heritage & Arts	Gross Costs	5.516	5.617	5.616	(0.001)	(0.0%)
	Income	(0.976)	(0.967)	(0.938)	0.029	(3.0%)
	Net	**4.540**	**4.650**	**4.678**	**0.028**	**0.6%**

Appendix C

Wiltshire Council Revenue Budget Monitoring Statement   **31-Mar-13**

		Original Budget	*Revised Budget Including Virements*	*Actual Position 31 March 2013*	*Variation for Year: Overspend / (Underspend)*	*Variation as % of Revised Budget: Overspend / (Underspend)*
		£m	*£m*	*£m*	*£m*	
Housing Services						
Housing Services	Gross Costs	6.627	7.408	7.156	(0.252)	(3.4%)
	Income	(1.171)	(2.935)	(2.902)	0.033	(1.1%)
	Net	**5.456**	**4.473**	**4.254**	**(0.219)**	**(4.9%)**
Neighbourhood Services						
Highways & Street Scene	Gross Costs	21.855	22.155	22.849	0.694	3.1%
	Income	(2.640)	(2.586)	(2.641)	(0.055)	2.1%
	Net	**19.215**	**19.569**	**20.208**	**0.639**	**3.3%**
Leisure	Gross Costs	8.489	8.880	8.544	(0.336)	(3.8%)
	Income	(5.292)	(5.542)	(5.562)	(0.020)	0.4%
	Net	**3.197**	**3.338**	**2.982**	**(0.356)**	**(10.7%)**
Car Parking	Gross Costs	1.900	1.971	1.786	(0.185)	(9.4%)
	Income	(7.827)	(7.827)	(7.551)	0.276	(3.5%)
	Net	**(5.927)**	**(5.856)**	**(5.765)**	**0.091**	**(1.6%)**
Children & Families						
Children's Social Care	Gross Costs	30.533	31.470	35.942	4.472	14.2%
	Income	(0.829)	(1.080)	(1.237)	(0.157)	14.5%
	Net	**29.704**	**30.390**	**34.705**	**4.315**	**14.2%**
Integrated Youth	Gross Costs	4.975	4.643	4.707	0.064	1.4%
	Income	(1.314)	(1.432)	(1.625)	(0.193)	13.5%
	Net	**3.661**	**3.211**	**3.082**	**(0.129)**	**(4.0%)**
Schools & Learning						
Early Years	Gross Costs	25.117	25.137	24.659	(0.478)	(1.9%)
	Income	(16.015)	(16.043)	(15.814)	0.229	(1.4%)
	Net	**9.102**	**9.094**	**8.845**	**(0.249)**	**(2.7%)**
School Improvement	Gross Costs	6.830	6.846	6.850	0.004	0.1%
	Income	(3.078)	(3.086)	(3.214)	(0.128)	4.1%
	Net	**3.752**	**3.760**	**3.636**	**(0.124)**	**(3.3%)**

Appendix C

Wiltshire Council Revenue Budget Monitoring Statement

31-Mar-13

		Original Budget	Revised Budget Including Virements	Actual Position 31 March 2013	Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	
Business & Commercial Services	Gross Costs	4.455	4.197	4.366	0.169	4.0%
	Income	(3.684)	(2.980)	(3.134)	(0.154)	5.2%
	Net	**0.771**	**1.217**	**1.232**	**0.015**	**1.2%**
Targeted Services & Learner Support	Gross Costs	23.199	23.353	23.123	(0.230)	(1.0%)
	Income	(15.627)	(15.721)	(16.006)	(0.285)	1.8%
	Net	**7.572**	**7.632**	**7.117**	**(0.515)**	**(6.7%)**
Children's Services Commissioning & Performance						
Safeguarding	Gross Costs	1.058	1.240	1.639	0.399	32.2%
	Income	(0.088)	(0.207)	(0.307)	(0.100)	48.3%
	Net	**0.970**	**1.033**	**1.332**	**0.299**	**28.9%**
Commissioning & Performance	Gross Costs	9.426	10.025	8.716	(1.309)	(13.1%)
	Income	(6.510)	(8.182)	(7.734)	0.448	(5.5%)
	Net	**2.916**	**1.843**	**0.982**	**(0.861)**	**(46.7%)**
Funding Schools	Gross Costs	283.830	179.573	201.731	22.158	12.3%
	Income	(283.830)	(176.814)	(198.977)	(22.163)	12.5%
	Net	**-**	**2.759**	**2.754**	**(0.005)**	**(0.2%)**
Policy, Performance & Partnership						
Policy, Performance & Partnership	Gross Costs	0.520	0.354	0.363	0.009	2.5%
	Income	(0.004)	(0.003)	(0.003)	-	-
	Net	**0.516**	**0.351**	**0.360**	**0.009**	**2.6%**
Finance						
Finance, Procurement & Internal Audit	Gross Costs	18.100	18.151	18.031	(0.120)	(0.7%)
	Income	(9.508)	(12.091)	(12.199)	(0.108)	0.9%
	Net	**8.592**	**6.060**	**5.832**	**(0.228)**	**(3.8%)**
Revenues & Benefits - Subsidy	Gross Costs	138.555	138.555	145.680	7.125	5.1%
	Income	(138.548)	(138.548)	(145.577)	(7.029)	5.1%
	Net	**0.007**	**0.007**	**0.103**	**0.096**	**1371.4%**
Legal & Democratic						
Legal & Democratic	Gross Costs	8.295	8.054	7.552	(0.502)	(6.2%)
	Income	(0.807)	(0.807)	(0.815)	(0.008)	1.0%
	Net	**7.488**	**7.247**	**6.737**	**(0.510)**	**(7.0%)**

Appendix C

Wiltshire Council Revenue Budget Monitoring Statement   31-Mar-13

		Original Budget	Revised Budget Including Virements	Actual Position 31 March 2013	Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	
Communications						
Comms & Branding	Gross Costs	2.318	2.299	2.226	(0.073)	(3.2%)
	Income	(0.080)	(0.080)	(0.062)	0.018	(22.5%)
	Net	**2.238**	**2.219**	**2.164**	**(0.055)**	**(2.5%)**
HR & Organisational Development						
Human Resources & Organisational Development	Gross Costs	3.012	4.783	4.601	(0.182)	(3.8%)
	Income	(0.323)	(1.133)	(1.200)	(0.067)	5.9%
	Net	**2.689**	**3.650**	**3.401**	**(0.249)**	**(6.8%)**
Business Services						
Information Services	Gross Costs	15.152	15.380	14.797	(0.583)	(3.8%)
	Income	(0.287)	(0.302)	(0.376)	(0.074)	24.5%
	Net	**14.865**	**15.078**	**14.421**	**(0.657)**	**(4.4%)**
Customer Care/Business Services Finance	Gross Costs	8.708	7.184	7.342	0.158	2.2%
	Income	(3.024)	(2.215)	(2.184)	0.031	(1.4%)
	Net	**5.684**	**4.969**	**5.158**	**0.189**	**3.8%**
Strategic Property Services	Gross Costs	3.854	5.203	5.045	(0.158)	(3.0%)
	Income	(1.344)	(3.687)	(4.159)	(0.472)	12.8%
	Net	**2.510**	**1.516**	**0.886**	**(0.630)**	**(41.6%)**
Transformation Programme						
Transformation Programme	Gross Costs	18.740	17.315	17.654	0.339	2.0%
	Income	(3.248)	(0.698)	(0.789)	(0.091)	13.0%
	Net	**15.492**	**16.617**	**16.865**	**0.248**	**1.5%**
Economy & Regeneration						
Economy & Regeneration	Gross Costs	3.948	5.887	5.768	(0.119)	(2.0%)
	Income	(0.086)	(1.552)	(1.501)	0.051	(3.3%)
	Net	**3.862**	**4.335**	**4.267**	**(0.068)**	**(1.6%)**

Wiltshire Council Revenue Budget Monitoring Statement   31-Mar-13

		Original Budget	Revised Budget Including Virements	Actual Position 31 March 2013	Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	
Development Services						
Development Services	Gross Costs	5.908	5.884	6.050	0.166	2.8%
	Income	(4.722)	(4.722)	(5.127)	(0.405)	8.6%
	Net	**1.186**	**1.162**	**0.923**	**(0.239)**	**(20.6%)**
Strategic Services, Highways & Transport						
Highways Strategic Services	Gross Costs	8.729	8.466	9.175	0.709	8.4%
	Income	(1.675)	(1.536)	(2.369)	(0.833)	54.2%
	Net	**7.054**	**6.930**	**6.806**	**(0.124)**	**(1.8%)**
Public Transport	Gross Costs	14.939	15.016	15.574	0.558	3.7%
	Income	(3.652)	(3.932)	(4.363)	(0.431)	11.0%
	Net	**11.287**	**11.084**	**11.211**	**0.127**	**1.1%**
Education Transport	Gross Costs	8.964	8.966	8.822	(0.144)	(1.6%)
	Income	(0.723)	(0.723)	(0.704)	0.019	(2.6%)
	Net	**8.241**	**8.243**	**8.118**	**(0.125)**	**(1.5%)**
Waste						
Waste	Gross Costs	33.268	33.349	32.809	(0.540)	(1.6%)
	Income	(2.671)	(3.316)	(3.192)	0.124	(3.7%)
	Net	**30.597**	**30.033**	**29.617**	**(0.416)**	**(1.4%)**
Public Health & Protection						
Public Health & Protection	Gross Costs	5.164	5.135	5.284	0.149	2.9%
	Income	(1.109)	(1.074)	(1.327)	(0.253)	23.6%
	Net	**4.055**	**4.061**	**3.957**	**(0.104)**	**(2.6%)**
Digital Inclusion						
Digital Inclusion	Gross Costs	0.091	0.248	0.185	(0.063)	(25.4%)
	Income	-	(0.040)	(0.040)	-	-
	Net	**0.091**	**0.208**	**0.145**	**(0.063)**	**(30.3%)**
Corporate Directors						
Corporate Directors	Gross Costs	1.015	1.071	1.073	0.002	0.2%
	Income	(0.045)	(0.027)	(0.037)	(0.010)	37.0%
	Net	**0.970**	**1.044**	**1.036**	**(0.008)**	**(0.8%)**

Wiltshire Council Revenue Budget Monitoring Statement   **31-Mar-13**

		Original Budget	Revised Budget Including Virements	Actual Position 31 March 2013	Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	
Corporate						
Movement To/From Reserves		-	0.895	(0.805)	(1.700)	(189.9%)
Capital Financing		25.221	25.713	22.966	(2.747)	(10.7%)
Restructure & Contingency		(0.904)	(6.166)	(1.575)	4.591	(74.5%)
Specific & General Grants		(38.033)	(35.484)	(35.572)	(0.088)	0.2%
Corporate Levys		7.158	8.045	7.491	(0.554)	(6.9%)
	Net	**(6.558)**	**(6.997)**	**(7.495)**	**(0.498)**	**7.1%**
Wiltshire Council General Fund Total	Gross Costs	**865.224**	**762.416**	**800.524**	**38.108**	**5.0%**
	Income	**(538.569)**	**(435.761)**	**(473.956)**	**(38.195)**	**8.8%**
	Net	**326.655**	**326.655**	**326.568**	**(0.087)**	**(0.0%)**
Housing Revenue Account (HRA)	Gross Costs	24.424	24.424	22.786	(1.638)	**(6.7%)**
	Income	(24.283)	(24.283)	(24.403)	(0.120)	0.5%
	Net	**0.141**	**0.141**	**(1.617)**	**(1.758)**	**(1246.8%)**
Total Including HRA	Gross Costs	889.648	786.840	823.310	36.470	**4.6%**
	Income	(562.852)	(460.044)	(498.359)	(38.315)	**8.3%**
	Net	**326.796**	**326.796**	**324.951**	**(1.845)**	**(0.6%)**

Wiltshire Council Outturn Variance Movements

	Reported Period 9 £m	Variance £m	Outturn Period 12 £m
Adult Care Operations			
Older People	0.000	0.969	0.969
Other Vulnerable Adults	0.120	0.183	0.303
Learning Disability	0.000	0.134	0.134
Mental Health	0.030	(1.087)	(1.057)
Adult Care Commissioning			
Adult Care Commissioning	0.115	(0.021)	0.094
Communities, Libraries, Heritage & Arts			
Communities, Leadership & Governance	(0.065)	(0.089)	(0.154)
Libraries, Heritage & Arts	(0.012)	0.040	0.028
Housing Services			
Strategic Housing	(0.068)	(0.151)	(0.219)
Neighbourhood Services			
Highways and Street Scene	0.727	(0.088)	0.639
Leisure	0.100	(0.456)	(0.356)
Car Parking	0.180	(0.089)	0.091
Children & Families			
Children's Social Care	4.482	(0.167)	4.315
Integrated Youth	(0.115)	(0.014)	(0.129)
Schools & Learning			
Early Years	(0.295)	0.046	(0.249)
School Improvement	(0.085)	(0.039)	(0.124)
Business & Commercial Services	0.072	(0.057)	0.015
Targeted Services & Learner Support	(0.410)	(0.105)	(0.515)
Children's Services Commissioning & Performance			
Safeguarding	0.197	0.102	0.299
Funding Schools	0.000	(0.005)	(0.005)
Commissioning and Performance	(0.715)	(0.146)	(0.861)
Policy, Performance & Partnership			
Policy, Performance & Partnership	0.012	(0.003)	0.009
Finance			
Finance, Procurement & Internal Audit	(0.040)	(0.188)	(0.228)
Revenues & Benefits - Subsidy	0.000	0.096	0.096
Legal & Democratic			
Legal & Democratic	(0.300)	(0.210)	(0.510)
Communications			
Comms & Branding	(0.025)	(0.030)	(0.055)
HR & Organisational Development			
Human Resources & Organisational Development	(0.130)	(0.119)	(0.249)
Business Services			
Information Services	(0.500)	(0.157)	(0.657)
Customer Care/Business Services Finance	(0.060)	0.249	0.189
Strategic Property Services	(0.259)	(0.371)	(0.630)
Transformation Programme			
Transformation Programme	0.178	0.070	0.248
Economy & Regeneration			
Economy & Regeneration	(0.070)	0.002	(0.068)
Development Services			
Development Services	(0.050)	(0.189)	(0.239)
Strategic Services, Highways and Transport			
Highways Strategic Services	(0.165)	0.041	(0.124)
Public Transport	0.004	0.123	0.127
Education Transport	(0.045)	(0.080)	(0.125)
Waste			
Waste	0.100	(0.516)	(0.416)
Public Health & Public Protection			
Public Health & Public Protection	0.000	(0.104)	(0.104)
Digital Inclusion			
Digital Inclusion	(0.030)	(0.033)	(0.063)
Corporate Directors			
Corporate Directors	0.000	(0.008)	(0.008)
Corporate			
Movement To/From Reserves	(1.700)	0.000	(1.700)
Capital Financing	(1.500)	(1.247)	(2.747)
Restructure and Contingency	1.550	3.041	4.591
Specific & General Grants	0.000	(0.088)	(0.088)
Corporate Levys	0.000	(0.554)	(0.554)
TOTAL FORECAST VARIANCE MOVEMENT	**1.228**	**(1.315)**	**(0.087)**
HRA Budget	0.000	(1.758)	(1.758)

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Wiltshire Council

Cabinet

18 June 2013

Subject: **Councillor Induction Programme 2013**

Cabinet member: **Cllr Stuart Wheeler, Hubs, Heritage and Arts, Governance and Support Services**

Key decision: **No**

Executive Summary

On 2 May 2013 Wiltshire Council unitary elections and town and parish council elections were held. Results for unitary elections were confirmed on 3 May and saw the election of 98 councillors, including 27 candidates who had not held elected office at unitary level before.

A councillor induction programme designed to assist all new and returning councillors to gain knowledge, information and an understanding of the council was launched on 7 May. The programme content reflected the experience of previously elected councillors (input from the councillor development group) and was organised by democratic services and communications. The programme aimed to;

- Provide an opportunity for councillors to meet key staff from across the council
- Provide councillors with a comprehensive introduction to key services and an overarching view of the council's work
- Ensure councillors completed the relevant administrative processes and had the IT equipment to allow them to undertake their elected role
- Set the foundations for further training and development, as appropriate, for councillors

All newly elected councillors have experienced the induction programme including the provision of a guide and the completion of their acceptance of office, welcome sessions and IT support and the provision of key equipment.

Other sessions have been run on an optional attendance basis including introductory sessions to key council services. A service fair, hosted by the corporate directors, provided an opportunity to find out more about the range of services the council provides and to meet senior officers.

This report provides an update on the councillor induction programme 2013.

0

Proposal

Cabinet is asked to note:

a) **the support provided to all newly elected councillors in their role as community leaders through the councillor induction programme 2013;**

b) **that this work will continue through ongoing councillor training and development, as required and**

c) **the opportunities for further engagement through networking events to allow councillors and officers to build strong working relationships.**

Reason for Proposal

To update the cabinet on the councillor induction programme 2013, the success of the programme and the opportunities for the provision of future development sessions and training events.

Lead Officers: Carlton Brand, Carolyn Godfrey, Maggie Rae, Corporate Directors

Report authors: Laurie Bell, Director Communications, Jay Gascoigne, National

Management Trainee; Councillor Induction Coordinator.

Contact details: laurie.bell@wiltshire.gov.uk.

Wiltshire Council

Cabinet

18 June 2013

Subject:	**Councillor Induction Programme 2013**
Cabinet member:	**Cllr Stuart Wheeler, Hubs, Heritage and Arts, Governance and Support Services**
Key decision:	**No**

Purpose of Report

1. This report requests that cabinet notes the activities that have taken place as part of the Councillor Induction Programme 2013, how this work has helped to provide vital support and information to newly-elected and returning councillors and how this programme of workshops and events will provide a foundation for ongoing councillor development.

Background

2. On 3 May, 98 councillors were elected to represent divisions across the council and the 500,000 people who live in Wiltshire. A programme of induction was designed to support newly-elected unitary councillors. Since Wiltshire became one unitary authority in 2009 a significant programme of transformation and change in key areas of central government legislation and local delivery has taken place. The induction programme was designed to provide new councillors with the support required to carry out their elected role as well as an update for re-elected councillors. All elected councillors were provided with an information pack including a guide, programme and other key information.

   76 councillors attended a welcome event on 7 May at Trowbridge's Civic Centre where they undertook acceptance of office, received IT support and had the opportunity to meet the council's corporate directors. All acceptances of office forms were signed within the first four days and all councillors were operational with Wiltshire Council IT equipment within the first day, many more have since connected their mobile devices to the Wiltshire Council system.

   Induction sessions took place over five weeks in Trowbridge, Salisbury and Chippenham. A wide range of workshops were offered covering key service areas including law and governance, safeguarding, overview and scrutiny, housing, public health, planning, licensing and schools and learning.
   A service fair also took place in the atrium at County Hall involving forty services, which was extremely well attended and interactive introducing councillors to the diverse range of services that the council delivers.

The focus throughout the programme has been to ensure councillors understand how the council works, how Councillors are supported in their role and how they are able to represent their constituents as effectively as possible. Attendance has been very good at all events and the feedback has been extremely positive. In the first week workshops averaged 72% attendance, overall attendance has been around 55%.

The feedback has highlighted requests for further development and training in some areas including housing provision, safeguarding, transformation, communications and media management. Further sessions will be scheduled.

Main Considerations for the Cabinet

3. Induction Programme – design and content

The programme was designed in collaboration with the previous councillor development group, ensuring that elected councillors were able to input into the schedule and content. The programme was reviewed by the locality task group and endorsed by full council on 26th February 2013. The input, support and engagement of the corporate leadership team and extended leadership team was critical to the successful design and delivery of the programme.

The programme was designed to reduce the pressure and time commitments on elected councillors following the election, whilst offering support and opportunities for networking between officers and councillors.

A model of first day, first week, first month and first year was adopted.

-   The first day aimed to fulfil administrative tasks, IT equipment distribution and training and official acceptance of office.
-   The first week comprised of essential training for councillors including legal and democratic, safeguarding, communications, planning and licensing and an interactive service fair.
-   The first month fulfilled key areas of the council's service portfolio including public health, corporate vision and the transformation programme, housing and schools and education.
-   The first year incorporates a series of skills based training courses including electronic speed reading, chairing skills, media management and public speaking.

4. Geography and timescale of the programme

The programme repeated key workshops at hub locations, at different times of day, to enable as many councillors as possible to attend induction sessions.
-   The first week of induction alternated workshops between Salisbury and Chippenham, increasing the opportunity to attend.
-   The remaining workshops took place in Trowbridge on an average of two workshops per week.

5. Support during the induction programme

Support has been offered to councillors throughout the induction period via a buddy scheme operated by democratic and IT services.
- Newly elected councillors have been assigned a democratic services officer for the first three months.
- A team of IT support officers have been available at a number of induction events throughout the first month assisting new and returning councillors with IT matters, including own device setup and IT training.
- All councillors have been encouraged to discuss their on-going training and development requirements. A programme of workshops and events will be scheduled to reflect the need.

6. Involvement of council officers

Presentations and workshops were delivered by the council's corporate directors, service directors and other senior council officers. The programme was managed and administered by democratic services and communications.

Councillors were provided with the opportunity to meet and ask questions of senior staff from a wide range of services. The induction programme has allowed councillors to build effective working relationships with officers and other councillors, which will enable them to carry out their role as community leaders more effectively.

7. Feedback and learning

For future councillor induction programmes it is vital to listen to feedback and assess where improvements can be made. The corporate leadership team following an assessment will provide their views to the councillor development group for future consideration.

Cabinet members have informally provided their initial views and have suggested that future programmes could be condensed and split to target the training and sessions for new members and returning members. It was also suggested that whilst the published guides and handouts were useful, for future these should be electronic to minimise cost.

Environmental Impact of the Proposal

8. Delivering a successful programme of councillor induction will allow unitary councillors to be more effective in representing their constituents, strengthening their local community and protecting the county's most vulnerable residents.

Equality and Diversity Impact of the Proposal

9. All newly elected councillors received a copy of the council's behaviours framework. The core values of the framework, of leadership, simplicity, trust and respect, excellence, working together and responsibility have underpinned the programme of sessions run to support and inform new councillors.

Risk Assessment

10. The key risk identified in resourcing an induction programme was the uncertainty of the level of new member engagement and attendance, particularly for sessions that were fundamental in their new role; such as safeguarding. The programme was promoted at every opportunity; including packs to nominated candidates. Attendance at most of the sessions was high and feedback from councillors was extremely positive. Having successfully completed this initial induction stage it will be vital to supplement this early training with a programme of ongoing training and development.

Financial Implications

11. On 3rd October 2012 a budget of £30,000 was approved to cover the costs of venue hire, catering, printing and the cost of external facilitators. The final cost will be approximately £20,000.

Legal Implications

12. There are no legal implications aligned to this report or the proposals.

Background Papers

None

Appendices

- A. The councillor induction 2013 schedule
- B. Nominated and new councillor guides

Councillor Induction Programme 2013 — *please note that any changes to this programme will be advertised at the first available opportunity*

Mon 29 April	Tues 30 April	Weds 1 May	Thurs 2 May	Fri 3 May
			Election day	The count

Mon 6 May	Tues 7 May	Weds 8 May	Thurs 9 May	Fri 10 May
Bank holiday	**Civic Centre, Trowbridge - Lansdowne Hall** 09:00 – 12:30 - Acceptance of Office and general admin plus networking 12:30 – 14:30 - Lunch followed by **Corporate Welcome** including Corporate Parenting and Safeguarding Overview 14:30 – 19:00 - Acceptance of Office and general admin plus networking ****IT Buddies Present all day****	**Monkton Park offices, Chippenham Council Chamber** 10:00 – 12:00 - Acceptance of Office 12:00 – 13:00 - Lunch in Committee Rooms A-D ****IT Buddies Present**** 13:00 – 14:15 - Governance at Wiltshire Council 14:30 – 16:45 - Councillors and the law 17:00 – 17:45 - Full Council Training	**City Hall, Salisbury - Alamein Suite** 10:00 – 12:00 - Acceptance of Office 12:00 – 13:00 - Lunch ****IT Buddies Present**** 13:00 – 14:15 - Governance at Wiltshire Council 14:30 – 16:45 - Councillors and the law 17:00 – 17:45 - Full Council Training	**Monkton Park offices, Chippenham Committee Rooms A-D** 09:30 – 15:30 - Adult and Children Safeguarding including lunch 15:30 – 17:00 - Area Boards – empowering communities, working locally **including tea** 16:30 – 18:30 - IT training drop-in session ****IT Buddies Present****

Mon 13 May	Tues 14 May	Weds 15 May	Thurs 16 May	Fri 17 May
City Hall, Salisbury - Alamein Suite 09:15 – 16:00 - Adult and Children Safeguarding **including lunch** 15:30 – 17:00 - Area Boards – empowering communities, working locally **including tea** 16:30 – 18:30 - IT training drop-in session ****IT Buddies Present****	**Civic Centre, Trowbridge - Lansdowne Hall** 09:00 – 14:00 - **COUNCIL MEETING including lunch** 14:30 (approx. or on rise of full council meeting) **County Hall, Atrium** Corporate Directors host Wiltshire Council Services Fair and networking event - includes afternoon tea ****IT Buddies Present**** **Cotswold Room, County Hall** 16:00 – 19:00 - Declaration of Interests advice and drop-in session	**Monkton Park offices, Chippenham, Committee Rooms A-D** 09:45 – 12:00 - Licensing for councillors 12:00 – 16:00 - ****IT Buddies Present**** 17:30 – 20:00 - Licensing for councillors **City Hall, Salisbury - Alamein Suite** 09:15 – 11:30 - Development Services 11:30 – 13:00 - Shaping Wiltshire's future – homes and jobs 13:00 – 14:00 - Lunch 14:00 – 15:00 - Development Services (Refresher session) 17:45 – 20:00 - Development Services	**Civic Centre, Trowbridge - Usher Suite** 09:15 – 13:30 - Overview and Scrutiny committee training ****This session is open to all council members **** 13:30 – 14:30 Lunch 14:30 – 16:30 - Communications and reputation management; what you say matters. **Cotswold Room, County Hall:** 15:00 – 17:00 - Declaration of Interests advice and drop-in session	**City Hall Salisbury - Alamein Suite** 09:45 – 12:00 - Licensing for councillors 12:00 – 16:00 - ****IT Buddies Present**** 17:30 – 20:00 - Licensing for councillors **Monkton Park offices, Chippenham Committee Rooms A-D** 09:15 – 11:30 - Development Services 11:30 – 13:00 - Core Strategy 13:00 – 14:00 - Lunch 14:00 – 15:00 - Development Services (Refresher session) 17:45 – 20:00 - Development Services

Mon 20 May	Tues 21 May	Weds 22 May	Thurs 23 May	Fri 24 May
Civic Centre, Trowbridge - Usher Suite 09:15 – 13:00 - Area Planning committee training **including lunch** Please note: This session is for new councillors and non-committee members - numbers are restricted - please book. 13:45 – 16:00 - Area Planning committee training. Please note: This session is for returning councillors and committee members only.	**Civic Centre, Trowbridge - Usher Suite** 15:00 – 18:00 - Licensing for committee members **including afternoon tea** Please note: This session is open to Licensing Board and Sub-Committee Members only	**No sessions**	**No sessions**	**Civic Centre, Trowbridge - Usher Suite** 10:00 – 13:00 - Corporate vision and transforming the council **including lunch** 13:00 – 15:00 - ****IT Buddies Present****

Mon 27 May	Tues 28 May	Weds 29 May	Thurs 30 May	Fri 31 May
Bank holiday	**No sessions**	**Civic Centre, Trowbridge - Usher Suite** 10:00 – 13:00 - Public Health; keeping Wiltshire safe and healthy **including lunch** 13:00 – 14:30 - ****IT Buddies Present****	**No sessions**	**No sessions**

Mon 3 June	Tues 4 June	Weds 5 June	Thurs 6 June	Fri 7 June
Civic Centre, Trowbridge - Usher Suite 09:15 – 13:00 - Housing provision for the future **including lunch** 13:00 – 15:00 - ****IT Buddies Present****	**Civic Centre, Trowbridge - Usher Suite** 10:00 – 13:00 - Schools and Learning in Wiltshire **including lunch**	**No sessions**	**No sessions**	**County Hall, Trowbridge** 11:00 – 16:00 - councillor development plans - drop-in session ****IT Buddies Present****

Councillor Induction

Wiltshire Council
Where everybody matters

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Guide for new councillors

Councillor Induction

Wiltshire Council
Where everybody matters

Contents

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Welcome...

We are pleased to welcome you to Wiltshire Council and to congratulate you on your success in the elections. We are very much looking forward to meeting you and working with you to deliver the council's vision; to create stronger and more resilient communities in Wiltshire.

We believe that strong and resilient communities are ones where:

- There are strong relationships and people come together to solve problems locally and participate in decisions that affect them.
- Everyone lives in a sustainable, healthy environment.
- There is a thriving and growing local economy.
- Everyone has the opportunity to achieve their potential.
- Everyone is healthy and lives life to the full.
- People are safe and feel safe.

Our key focus is to work with you to do what we believe is right for Wiltshire's communities and to continue to protect vulnerable people, promote health and wellbeing and work with other public services to achieve this.

Wiltshire Council was formed four years ago and in this time we have achieved a great deal. Since becoming a unitary council, we have adapted and changed and our services have been reviewed and redesigned to reflect the needs and aspirations of our customers and communities. We use systems thinking principles – an approach which places customers and communities at the forefront of every service - helping us to increase efficiency and remove waste and duplication. We have also reduced the number of council offices and introduced flexible working and a can-do culture.

Becoming a unitary council meant that savings could be made and by reducing duplication, reviewing our management and staffing requirements and improving how we contract and purchase goods and services, we have saved more than £100 million. These savings have been invested into key front line services including adult social care, children's services, waste and recycling and the local economy to create and safeguard jobs.

Our vision; to create stronger and more resilient communities in Wiltshire.

Everything we do is based on:

- **providing high quality low cost, customer-focused services**
- **ensuring local, open and honest decision-making**
- **working with our partners to support Wiltshire's communities**

The council is a community leader and not just a service provider and it has a unique and distinct role as Wiltshire's democratically elected body. Part of our role is to champion a shared vision for all public services in the county. We work with partners and where possible we share functions such as technology, buildings and other assets.

We measure our performance and success as an organisation by the outcomes delivered in local communities. We help communities to stay active and become more self-reliant by doing things 'with' them, not 'to' them. We are inclusive and make it easy for everyone, especially hard to reach groups, to participate and engage in their community and with all public services. Our staff work with communities and organisations to help them experiment with new and innovative ideas and solutions to bring people together and to solve local issues. Democracy is alive and well here in Wiltshire and our communities influence services in their local area and together we improve the quality of lives for many. We know that communities that come together are stronger and more able to manage the challenges they face.

Democracy is alive and well in Wiltshire. Our communities influence services in their local area and together we improve the quality of lives for many.

Wiltshire is currently the fourth happiest place in which to live and it's in the top five nationally as a place for business investment and growth.

We look forward to working with you to help make our county an even better place.

With resources reducing we need to continue to encourage local people to do more for themselves so that we can continue to support those who are most vulnerable and maintain our vital frontline services.

We hope you find this guide helpful and we look forward to meeting you soon. In the meantime, if you have any queries or concerns, please do not hesitate to contact us.

Carlton, Carolyn and Maggie

Corporate directors

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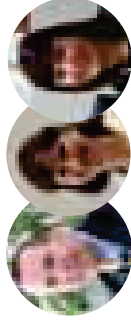
Introduction to Wiltshire Council's corporate directors

Wiltshire Council does not have a chief executive. It is managed and directed by three corporate directors who work closely with all members including the cabinet and are supported by a team of service directors.

Dr Carlton Brand

Dr Carlton Brand has worked in local government since 2004 and joined Wiltshire County Council in 2007. During Carlton's time as corporate director at Wiltshire County Council he co-led the transition to the new unitary Wiltshire Council.

Carlton is passionate about developing future leaders and has led the development of a coaching and mentoring programme across the council in order to develop leaders and enable managers to share their skills and experience. He is an accredited executive coach and leadership mentor and a Chartered Manager and Fellow of the Chartered Management Institute.

Prior to joining Wiltshire, Carlton was corporate director for resources at St Edmundsbury Borough Council in Suffolk where he led on performance improvement through systems thinking and the efficiency/cost reduction agenda in response to the Gershon review, amongst many other corporate responsibilities.

For the first 20 years of his career, Carlton worked for Ford Motor Company; first as a design engineer in product development and latterly as a senior manager leading large teams of engineers on the concept, design, development and launch into manufacturing of major new model programmes such as the Ford Focus. Carlton has worked widely across Europe, the USA and Japan in many Ford and supplier engineering and manufacturing facilities. Carlton holds doctoral and masters degrees in engineering and management and a Bachelors degree in Business Studies.

Dr Carlton Brand
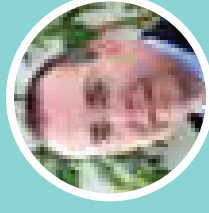
Carolyn Godfrey

Carolyn Godfrey began teaching in Nottingham after graduating from York University with a joint degree in history and education and completing her teaching qualification at Newcastle-upon-Tyne University. After working in different education systems within Europe she taught English, mathematics and history and supported the inclusion of children in schools in Nottingham before moving to Dorset to lead the special educational needs advisory team. She moved to the new Bournemouth Council in 1997 to become a school inspector with the particular lead for inclusion. In 2002 she became assistant director of inclusion and achievement with responsibilities including school standards, safeguarding in education, attendance, behaviour support, ethnic minority and traveller achievement, SEN/LDD and the youth service.

As a joint commissioner for Child and Adolescent Mental Health Services, a member of the LSCB and Children's Trust Board and the lead business unit for a joint authority Youth Offending Team she has had significant experience in partnership working to improve outcomes, particularly for vulnerable children and young people. She took up her post in Wiltshire in December 2006.

Carolyn Godfrey

Maggie Rae

Maggie has spent most of her career working in the public sector in a wide range of local, regional and national roles. She has also held a variety of directorships and senior positions in the Department of Health and the National Institute of Health and Clinical Excellence (NICE). While at the Department of Health Maggie had the opportunity to visit European and global health and local government authorities and was the UK representative on the European Expert Working Group on Health Inequalities.

Maggie brings with her both extensive experience of working with key national decision makers on public health policy but in the field of resilience and preparedness. She chaired the cross UK government response to September 11 and was involved in orchestrating the response to the London 2005 bombings, the death of Alexander Litvinenko and the planning for a pandemic influenza outbreak.

Before joining Wiltshire Council Maggie was providing advice to the Cabinet Office and the Prime Minister's delivery unit on performance and had responsibility for commissioning the healthy communities local government

Maggie Rae
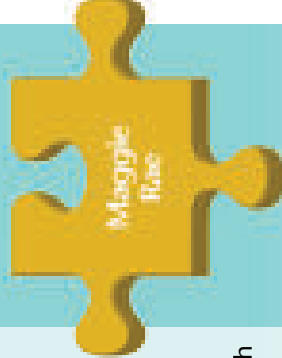
and the local area agreement programmes. However in 2007 Maggie welcomed the opportunity to return to Wiltshire in 2007 as the first joint director of Public Health and Wellbeing and the chance to work at the heart of local communities. During this time she has led the development of the Joint Strategic Assessment (JSA) which provides evidence of the county's needs; which helps guide decisions on the commissioning of services for Wiltshire so that these services are developed based on facts and evidence.

Maggie is committed to staff training and development and has successfully developed training programmes at Wiltshire Council for public health, GP training and local government trainees. She is a fellow of the Faculty of Public Health and the Royal Institute of Public Health as well as being a member of the NICE Local Reference Group.

Over the last few years Maggie has led the programme to improve the overall performance in public health and wellbeing to make Wiltshire one of the best performing areas in the country. Recently appointed as one of Wiltshire Council's corporate directors Maggie's current responsibilities include public health, public protection, emergency planning, communities, culture and the arts, housing and adult social care.

The induction programme

What to expect

In your first few weeks

The induction programme is designed for returning and newly-elected councillors. The last four years saw a number of major changes to the way that central and local government operates. New acts of parliament significantly altered the roles and responsibilities of local councils and elected councillors. It is, therefore, important to provide a programme of training and development that raises awareness and provides vital information to assist you as a newly elected or returning councillor.

The programme is scheduled over five weeks and allows for some sessions to be repeated on different days and locations. This is designed to make it easier for you to attend and access the training and information needed to be an effective councillor.

Building on the experiences of the previous councillors, the induction reflects their learning and views. This section highlights a summary of each workshop, event and session and provides an overview of what to expect and why attendance is important.

Safeguarding is everybody's responsibility

This session explains the role of the council and councillors in safeguarding children, young people and vulnerable adults.

Ensuring we are doing all we can to keep our local population safe is a key role for the council. Wiltshire Council is the lead agency for safeguarding vulnerable adults and children. Safeguarding those who are vulnerable is everybody's business and you will need to fully understand the council's safeguarding responsibilities, what is expected from you and what you need to do if you have concerns about the safety of a child, young person or vulnerable adult.

By the end of the session you will:

- understand the legal framework which sets out what the council needs to do to safeguard children and vulnerable adults
- be clear about the safeguarding roles and responsibilities of council members
- have met some front-line staff and managers who will use case studies and examples to illustrate what safeguarding means in practice

Area boards – empowering communities, working locally

Area boards place local decision at the heart of the community. They are a formal part of Wiltshire Council that addresses local issues such as road repairs, traffic problems and speeding in villages, litter, facilities for young people, the local economy and affordable housing. The boards are attended by councillors, NHS, fire and emergency services, police, town and parish councils, community area partnerships and many other community groups and representatives.

This interactive session will provide you with everything you need including the role, power and authority of area boards, the grants, and the work of groups such as community transport. You will also have an opportunity to meet with your area board support team.

Friday 10 May, 09:30 to 15:30 – Monkton Park, Chippenham (includes lunch): and, Monday 13 May, 09:30 to 15:30 – City Hall, Salisbury (includes lunch)

Friday 10 May, 15:30 to 17.00 – Monkton Park, Chippenham (includes tea); and, Monday 13 May, 15:30 to 17.00 – City Hall, Salisbury (includes tea)

Welcome and administration day

This event will enable you to meet other councillors, the three corporate directors and senior officers as well as sort out some critical council administration matters, including your official Acceptance of Office (please see page 21 and the times for each area board) and your role in corporate parenting and safeguarding.

You will also be invited to have your photograph taken by a professional photographer for your security identification pass and the council's website.

Lunch will be served between 12:30 and 13:30. This will be followed by a welcome address from the three corporate directors.

Law and governance

This session will help you to understand how the council and committee structure contributes to the overall decision making process at Wiltshire Council. Your statutory responsibilities will be outlined in relation to the Data Protection and Freedom of Information Acts as well as the registration and declaration of interests. The session will also provide an overview of the customer complaints procedure.

Part of the session will go through the principles of sound and lawful decision making and will cover some key areas of statutory compliance. It will assist you to make robust decisions that will withstand legal challenge. This will be of particular help in relation to planning and licensing, although it is relevant to all decision making.

This day also provides an overview of what to expect at the first meeting of full council which will take place on Tuesday, 14 May. This part of the session is for newly elected councillors who have not attended a council meeting before.

Tuesday 7 May, 09.00 to 19.00 Trowbridge Civic Centre – All councillors are asked to attend this event.

Wednesday 8 May, 13.00 to 17.45 Monkton Park office, Chippenham (includes lunch): and, Thursday 9 May, 13.00 to 17.45 – Guild Hall, Salisbury (includes lunch)

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Acceptance of Office (please see page 19 and the times for each area board) – 10.00 to 12.00

IT support and new councillor IT equipment

IT Service buddies will also be present throughout the induction – look out for them at selected events as indicated on the programme. Newly elected councillors will be provided with a Wiltshire Council Dell laptop complete with Windows 7 operating software and Microsoft Office. These laptops will provide you with access to Wiltshire Council email, internal instant messaging and video conferencing via Lync, file sharing and desktop sharing. The laptops are able to connect to the internet at any of Wiltshire Council's hub buildings, as well as through most home broadband services. Returning councillors will retain the IT equipment that they used during the previous council term.

These are drop-in sessions where you can access one-to-one tuition to help you with your IT equipment or to simply get pointers to improve your IT skills.

Friday 10 May – Monkton Park, Chippenham and Monday 13 May – City Hall, Salisbury, 16:30 to 18:30

Full council meeting

The first full council meeting will take place on 14 May at the Civic Centre. Please ensure you have completed your Acceptance of Office before attending to able you to participate in the meeting.

Tuesday 14 May, Trowbridge Civic Centre – 9.00 to 14.00 (includes lunch)

Service Fair and afternoon tea hosted by the corporate directors

This is an opportunity for you to meet all our service directors and some of their teams to find out more about the services we provide and the large programmes of work that are transforming our organisation and delivering improvements in communities. We deliver more than 350 services including waste collection, highway maintenance, adult and children's social care, public health services, libraries, economy and regeneration, environmental management and maintaining historic sites.

The service directors will be available to discuss their areas of work and are looking forward to meeting you.

Tuesday 14 May, Atrium, County Hall, Trowbridge – 14.30 to 16.00 (includes tea)

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Tour of County Hall

For those of you who have not visited County Hall before there will also be an opportunity to tour the refurbished offices and find out more about how we work flexibly and in an open and inclusive environment.

Declaration of Interests advice and drop-in shop

All councillors must register disclosable pecuniary interests in the Register of Interests. The council's monitoring officer is hosting these sessions to provide advice and assistance to councillors completing their Declaration of Interests documentation.

Under section 81(1) of the Local Government Act 2000 an elected councillor must register his/her interests within 28 days of the date of election. You will be advised of what needs to be included in any declarations and what effect these may have in relation to decision making at council meetings and committees.

For further assistance or guidance on registering Interests please contact Marie Lindsay on 01225 718465 or Roger Wiltshire on 01225 713462.

Tuesday 14 May, 16:00 to 19:00 and Wednesday 15 May, 15:00 to 17:00 Cotswold Room (Restaurant), County Hall Trowbridge

Licensing overview (alcohol to zoos)

This session provides an introductory overview of the licensing functions carried out by Wiltshire Council - from Alcohol to Zoos. It will look at why we licence certain activities, the role of elected councillors in this procedure, the potential impact on the wider community and any legal implications.

The session will look at how we work with external agencies such as the police to deliver an effective licensing service to the residents and businesses of Wiltshire. You will find out when a licence is required for activities as diverse as keeping a spider, collecting money in the street or running a lap dancing establishment. We will also focus on some of the licensing issues that are frequently raised by councillors and their electorate, particularly those related to alcohol, entertainment, taxis, street collections and street trading. You will find out how to respond to these issues and where to get further advice and information.

Wednesday 15 May, 09:45 to 12:00 and repeated 17:30 to 20:00 – Monkton Park, Chippenham Friday 17 May, 09:45 to12:00 and repeated 17:30 to 20:00 – City Hall, Salisbury (includes refreshments)

parish councils to lead their communities in putting together ideas for development in their local area to complement and form part of the council's development plan.

Providing Infrastructure – the Community Infrastructure Levy (CIL) allows local planning authorities to raise funds from developers that are undertaking new building projects. The funds raised will go some way towards funding infrastructure that is needed to support growth.

Overview and scrutiny – making a difference

Overview and scrutiny has statutory powers and requires a unique style and approach for establishing the facts and recommending improvements. This one day session will help you to understand the role of scrutiny and how you can get involved in the big issues that are important to you and your community. It will show how council policies and cabinet decisions are influenced by councillors serving on overview and scrutiny select committees and task groups, including the formal powers of holding the executive to public account.

You will hear about the importance of constructive and effective overview and scrutiny and its role in the good governance of Wiltshire Council. Local case studies will help to bring scrutiny to life and the session will also cover the work of partner organisations delivering public services in Wiltshire.

The session is intended for those sitting on select committees or task groups; however it is open to all to attend.

Thursday 16 May, 09:15 to 13:30 – Trowbridge Civic Centre, Trowbridge (includes lunch)

Wednesday 15 May, 09:15 to 11:30 and repeated 17:45 to 20:00 – plus a refresher session for re-elected councillors 14:00 to 15:00 – Monkton Park, Chippenham

Friday 17 May, 09:15 to 11:30 and repeated 17:45 to 20:00 – plus a refresher session for re-elected councillors 14:00 to 15:00 – City Hall, Salisbury (includes refreshments)

Development services – planning and development

Please note: this session can be attended in conjunction with the Shaping Wiltshire's Future – homes and jobs session.

This session focuses on how we manage the provision of new, high quality and, innovative development that meets the needs of Wiltshire's communities. New development is delivered in line with national and local policies that are set out in the emerging Wiltshire Core Strategy and Minerals and Waste Development Plans. These plans promote economic and social opportunities whilst protecting and enhancing our unique environment.

All elected councillors will at some time be involved in future development plans. This session is designed to provide the facts and tools to you to confidently respond to planning matters. The interactive session is vital for newly elected councillors, but will also enable returning councillors to refresh their knowledge and learn about recent changes relating to planning and development.

Wednesday 15 May, 11:30 to 13:00 – Monkton Park, Chippenham

Friday 17 May, 11:30 to 13:00 – City Hall, Salisbury (includes lunch)

Shaping Wiltshire's future – homes and jobs

Please note: this workshop can be attended in conjunction with development services workshop

This session will cover the key areas for the Economy and Regeneration service, responsible for development within our county. These include:

Wiltshire's Development Plans – an overview of the emerging Wiltshire Core Strategy as one of the council's key policy documents - outlining where appropriate future development can take place, and lead to increases in jobs and homes, and the Minerals and Waste Local Plans which identify suitable sites for waste management and minerals extraction. Following this session you will have a better understanding of the policies that need to be considered in determining planning applications and where the need for economic growth needs to be balanced with environmental and social considerations.

Neighbourhood Planning – the Localism Act 2012 introduced 'Neighbourhood Planning' which enables

**Communications and reputation management – what you say matters**

As newly elected or returning councillors there will be lots of opportunities to speak on behalf of your community, individuals, committees and local division on the work you are doing. This means there are lots of opportunities to raise your profile and get it right and this is an opportunity to learn how to ensure you do get it right. Reputation matters – it's about building trust and credibility – how you communicate and engage will underpin everything you do and how you do it.

This session will raise awareness of communication; what to say, who to say it to and how to get your message across effectively. It will provide an insight into the media and how to manage difficult interviews and questions, as well as how to utilise social media channels. Real issues and situations will be highlighted to demonstrate the power of the message and the impact it can have.

Area planning committee and strategic planning committee training

Wiltshire Council has four area planning committees and one strategic planning committee that oversee the planning process. These committees play an important role in reviewing and making decisions on new development proposals. New developments are required to meet both national and local planning policies as set out in the Wiltshire Core Strategy and Minerals and Waste local plans.
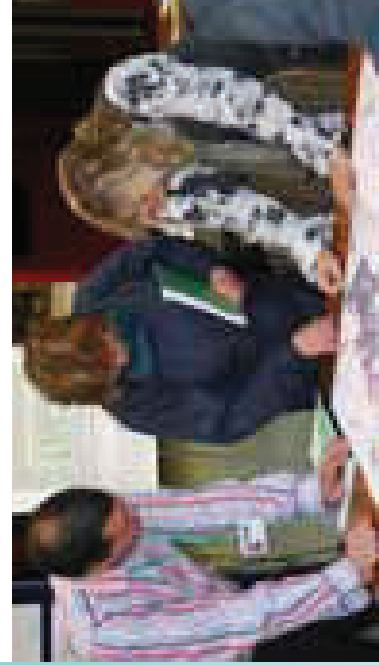
This interactive training session will provide you with everything you need to know about both the area planning and strategic planning committees. There are a number of reasons that planning applications get referred to a committee for a decision including a councillor request, or where the planning officer considers that the committee needs to make the decision. The session will include short presentations in a mock-committee to allow you to debate a mock planning application in a realistic environment. Supporting documentation to this debate will be distributed prior to the session and will also be available at the session.

The workshop is also vital for new and returning councillors sitting on area planning committees or the strategic planning committee and their substitutes.

Licensing committee and licensing sub-committee training

The licensing committee deals the council's responsibilities under the Licensing Act 2003 and Gambling Act 2005 and any other associated matters that fall within the jurisdiction of the committee. It has the power to appoint sub-committees to discharge duties under the Licensing Act 2003 and the Gambling Act 2005.

This session is intended for members of the licensing committee and any member who may sit on a licensing sub-committee determining applications for a licence under the Licensing Act 2003 or Gambling Act 2005, or to a review of an existing licence.

The first half of the session will provide an overview of the legislation and licensing processes. The second half is a practical session providing an opportunity to experience some of the issues that arise during licensing hearings. This session will include case-studies and will ask you to consider situations that can occur during the hearing process, as well as the options available and the legal implications. A representative from the Wiltshire Police Licensing Team will also attend the session to talk about the police approach to licensing and how we work in partnership on such matters.

Corporate vision and transforming the council

Wiltshire Council is going through a programme of radical transformation in the way it works and the outcomes it delivers. Transformation on this scale, pace and complexity is a major undertaking that needs everyone in the council to be involved from decision-making on how we work, the buildings we work in and, sharing facilities and resources with our partners.

This interactive session will highlight our vision and the success we have already achieved; particularly in relation to what's happening in local communities. It will focus on some of the challenges we and our partners face, and the extent of change and transformation still to come. There will an interactive focus at this session together with presentations, discussion and time for questions and answers to ensure a lively and engaging introduction to a core part of the council's future agenda.

Public health – keeping Wiltshire safe and healthy

Public health and public protection includes commercial and consumer protection, environmental protection and licensing, community safety, emergency planning, corporate research and all public health services that were transferred into the council on the 1 April 2013.

This session will introduce you to public health, what it means for our local communities and the council. It will provide a thorough understanding as to the roles and responsibilities related to public health for elected councillors, officers and the community at large, including the statutory responsibilities and who holds these. The session will include a short film, presentations, case studies, analysis and debate.

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Housing provision for the future

The predicted 10 year need for affordable social housing is for over 3,800 new homes. House prices in Wiltshire are 8.5% higher than those in the south west and 12.6% above the national average. Good quality affordable housing is vital to the long term sustainability of our communities and businesses. This need, is combined with the challenge provided by the changing demographics of the county, particularly the growth in the number of older people - currently 15% higher than the national average and set to grow. This means that we have to be innovative in developing and providing the types of homes needed to meet the demand and to enable older people to live for longer in their own home.

This session will look at aspects of housing provision including meeting the demand for social housing, how we improve the stock we own, how we work with landlords and house owners to bring homes back into use, how we manage homeless people and how we are helping older people to live for longer in their own owns. Everyone has the right to a decent home and this session will present and update on how we meet this need and the innovative and nationally acclaimed work that we do.

Schools and learning in Wiltshire

Tuesday 4 June, 10:00 to 13:00 – Trowbridge Civic Centre, Trowbridge (includes lunch)

Wiltshire Council directly oversees 186 primary schools, nine secondary schools, five special schools, 30 childcare centres and provides additional services to 34 Academies, 296 childcare group settings and over 600 childminders. Collectively, these educational establishments provide services for 114,100 children.

This session is designed to provide a useful overview of the range of services we povide; including an explanation of the various educational establishments in Wiltshire and an insight into 21st century learning. The council's educational statutory responsibilities will be explained and how we go above and beyond these with the variety of traded services we offer.

We will take you on a journey of a child from birth to 19 to allow you understand the critical decisions made by parents and the support we provide to ensure the best educational outcomes for all children are achieved.

We will also cover the role that the council has as a corporate parent and the planning of school buildings and spaces right through to how budgets are distributed and what the future will hold for Local Educational Authorities. The session will conclude with an opportunity to meet head teachers and children's centre managers over lunch, whilst enjoying a performance by the Wiltshire Music Service.

Ongoing personal development – making plans

Friday 7 June, 11:00 to 16:00 – County Hall, Trowbridge

At this drop-in session you are invited to discuss your training and development needs with the team on a one-to-one basis. You will have an opportunity to plan your ongoing development and find out more about the training session and courses available. For more information please see the ongoing personal development page in this guide.

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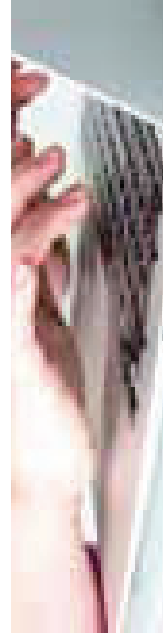
Acceptance of Office

As part of the statutory process of local authority elections, you are asked to attend a formal Acceptance of Office session with the council's corporate leadership team and monitoring officer prior to the first full council on 14 May 2013. As there are 98 councillors the process of formally accepting office has to be carefully organised.

So that we can reduce the necessity for you to queue to sign the Acceptance of Office paperwork, you are invited to attend formal signing sessions which will be carried out in groups by area board. These sessions will give an opportunity to meet your political colleagues that sit on your area board as well as the corporate directors. There is also the opportunity to raise any issues that you need to with the council's monitoring officer.

These sessions will take place at the:

- Welcome and Administration Day
  Tuesday 7 May 2013
- Workshops
  Wednesday 8 May and Thursday 9 May.

Acceptance of Office will need to be completed prior to the council meeting on Tuesday 14 May to enable you to participate in the meeting.

The list below shows the Acceptance of Office times and venues for each Area Board.

Trowbridge Civic Centre Tuesday 7 May 2013

Trowbridge Area Board	09:00 – 09:30
Westbury Area Board	09:45 – 10:00
Warminster Area Board	10:10 – 10:25
Amesbury Area Board	10:30 – 10:50
Tidworth Area Board	11:00 – 11:15
Pewsey Area Board	11:20 – 11:35
Southern Wiltshire Area Board	11:45 – 12:00
Calne Area Board	12:10 – 12:30
Malmesbury Area Board	14:45 – 15:00
Devizes Area Board	15:10 – 15:30
Marlborough Area Board	15:45 – 16:00
Melksham Area Board	16:10 – 16:30
Bradford on Avon Area Board	16:40 – 17:00

Monkton Park, Chippenham Wednesday 8 May 2013

Chippenham Area Board	11:15 – 11:45
Royal Wootton Bassett and Cricklade Area Board	11:45 – 12:10
Corsham Area Board	12:15 – 12:30

City Hall, Salisbury Thursday 9 May 2013

Salisbury Area Board	11:30 – 12:00
South West Wiltshire Area Board	12:00 – 12:30

You are urged to attend these designated times as the availability of the monitoring officer and corporate directors cannot be guaranteed outside of these times.

Acceptance of Office will need to be completed prior to the council meeting on Tuesday 14 May to enable you to participate in the meeting.

Buddy scheme

Throughout the induction period a buddy scheme will be operating to give you a point of contact in the democratic and IT services.

Democratic services buddy

The democratic services buddies will be assigned to new councillors for the first three months. Buddies will be present at the welcome and administration day at Trowbridge Civic Centre on Tuesday 7 May and can advise on policy matters, committee briefings and agendas, communications, admin and financial matters and governance issues as well as support on other council related queries.

Returning councillors who have any queries are asked to contact democratic services on:

Telephone
01225 718220
or email
committee@
wiltshire.gov.uk

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IT services buddy

A team of five dedicated IT Buddies supported by the Wiltshire Council IT service desk team will assist you throughout the first month. These officers will be present at a number of workshops throughout the induction programme and they will distribute Wiltshire Council IT equipment to new councillors and provide IT assistance and support to all councillors.

The IT buddies can also link up your personal IT devices such as smart phones or tablets to the Wiltshire Council IT system and guide you through how to access Wiltshire Council emails, use the Lync programme, navigate the online directory service and access the online councillor e-guide which supports the induction programme.

In addition, the IT buddies will be able to guide you through the paperwork and application process for home-worker set-up and broadband installation, enabling you to work on Wiltshire Council business from home.

See the table below to see where and when IT service buddies will be available.

During the induction period IT Services will also be available on the service desk help line on 01225 718718.

The IT Buddies will be available at the following events:

Tuesday 7 May	Lansdowne Hall, Trowbridge Civic Centre	08:30 – 19:00
Wednesday 8 May	Committee Rooms A-D, Monkton Park, Chippenham	11:00 – 13:00
Thursday 9 May	Alamein Suite, City Hall, Salisbury	11:00 – 13:00
Friday 10 May	Committee Rooms A-D, Monkton Park, Chippenham	16:30 – 18:30
Monday 13 May	Alamein Suite, City Hall, Salisbury	16:30 – 18:30
Tuesday 14 May	County Hall Atrium, Trowbridge	14:30 – 16:00
Wednesday 15 May	Committee Rooms A-D, Monkton Park, Chippenham	12:00 – 16:00
Friday 17 May	Alamein Suite, City Hall, Salisbury	12:00 – 16:00
Friday 24 May	Usher Suite, Trowbridge Civic Centre	13:00 – 15:00
Wednesday 29 May	Usher Suite, Trowbridge Civic Centre	12:30 – 14:30
Monday 3 June	Usher Suite, Trowbridge Civic Centre	13:00 – 15:00
Friday 7 June	County Hall, Trowbridge	11:00 – 16:00

During the induction period IT Services will also be available on the service desk help line - 01225 718718.

Ongoing personal development

After the councillor induction, your development continues throughout the next four years. A series of skills based workshops are available to all to help develop the skills required of a unitary councillor. These workshops deal with the situations that you face on a day to day basis and the skills required to be an effective community leader; from community engagement and managing meetings to social media and computer-based speed reading.

You are urged to make the most of these workshops, which are available at a range of venues and are held at a number of different times in order to maximise the opportunity to attend. The list below highlights the ongoing development programme. Further sessions will be added, as required.

What is the workshop?

What is the workshop?	When will it be held?
Effective meetings: the role of the chair	June/July 2013
Effective meetings: making meetings work	June/July 2013
Working with and understanding the community	August 2013
Communicating differently	September/October/November 2013
Media skills	October/November/December 2013
Public speaking – presenting with power, impact and empathy	October/November/December 2013
Speed reading – including skills for reading electronically	December 2013/January/February 2014
Effectively managing your time and workload	December 2013/January/February 2014
Dealing with challenging situations	January/February/March 2014
Social media and how to use it effectively	March/April/May 2014

If you would like to discuss any of the above workshops please contact Amanda Collyer on 01225 713175, or by emailing amanda.collyer@wiltshire.gov.uk.

If you would like to reserve a space on any of the above courses please contact Rita Sanders on 01225 718375, or by emailing rita.sanders@wiltshire.gov.uk.

At the end of the induction programme you are invited to discuss your training and development needs with democratic services and the training and development team. At these one to one sessions you will be able to plan your ongoing development and discuss the skills and IT training available. The first opportunity for discussion will take place at County Hall on Friday 7th June. Please contact democratic services to book an appointment.

For any further information on councillor development contact democratic services on 01225 718375, or email councillordevelopment@wiltshire.gov.uk.

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The council diary

An overview of the council diary to July 2013

The council diary recommences with a council meeting at the Trowbridge Civic Centre on the Tuesday 14 May 2013. Below is an overview of the council committee diary for the first two months of the council term. A full breakdown of the committee diary as well as information on venues and times is available on the Wiltshire Council website under council and democracy.

Date	Meeting
14 May	Council
20 May	Tidworth Area Board
	Devizes Area Board
21 May	Cabinet
22 May	Staffing Policy Committee
	Western Area Planning Committee
	Royal Wootton Bassett and Cricklade Area Board
23 May	Overview and Scrutiny Management Committee
	School Forum
	Southern Area Planning Committee
	Corsham Area Board
	Trowbridge Area Board
28 May	Licensing Policy Committee
	Marlborough Area Board
29 May	Northern Area Planning Committee
30 May	Wiltshire Fire Authority
	Health Select Committee
	Eastern Area Planning Committee
	Amesbury Area Board
3 June	Chippenham Area Board
4 June	Wiltshire Pension Fund Committee
5 June	Strategic Planning Committee
	Councillor Development Group
	Corporate Parenting Panel
	Melksham Area Board
	South West Wiltshire Area Board
6 June	Children's Services Select Committee
	Health and Wellbeing Board
	Southern Wiltshire Area Board
10 June	Provisional councillor development day

The Council Diary

continued overleaf...

The council diary (continued)
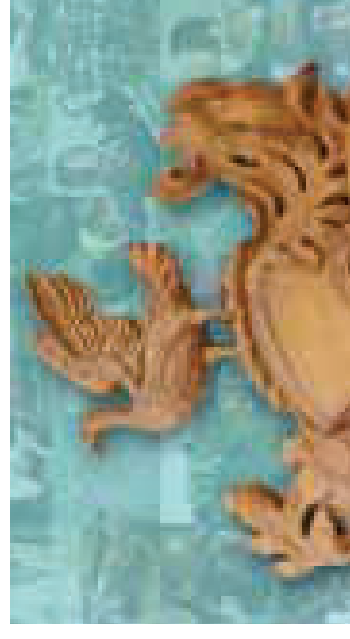
Date	Meeting
11 June	Environment Select Committee Calne Area Board
12 June	Wiltshire Police and Crime Panel Western Area Planning Committee
13 June	Environment Select Committee Southern Area Planning Committee Westbury Area Board
18 June	Cabinet, Capital Assets Committee Audit Committee
19 June	Northern Area Planning Committee Bradford on Avon Area Board
20 June	Eastern Area Planning Committee
25 June	Overview and Scrutiny Management Commitee
27 June	Amesbury Area Board Salisbury Area Board
1 July	Chippenham Area Board
2 July	Health Select Committee
3 July	Western Area Planning Committee Malmesbury Area Board
4 July	Chairman and Vice Chairman Briefing Southern Area Planning Committee Warminster Area Board
8 July	Provisional councillor development day Pewsey Area Board
9 July	Council

The Council Diary

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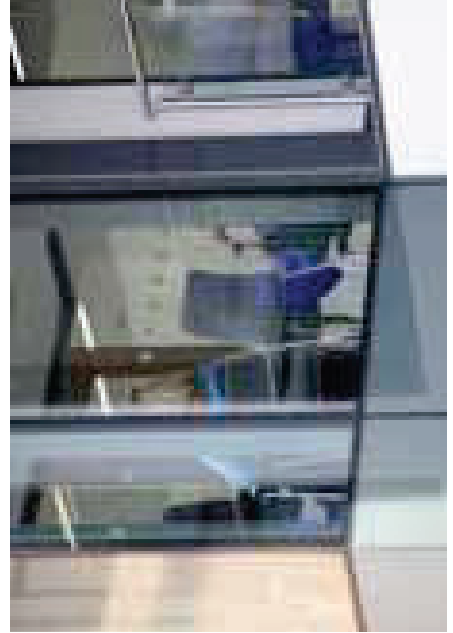
Council offices - a guide to the three main hubs

Wiltshire Council has office hubs in the north, south and central areas of the county.
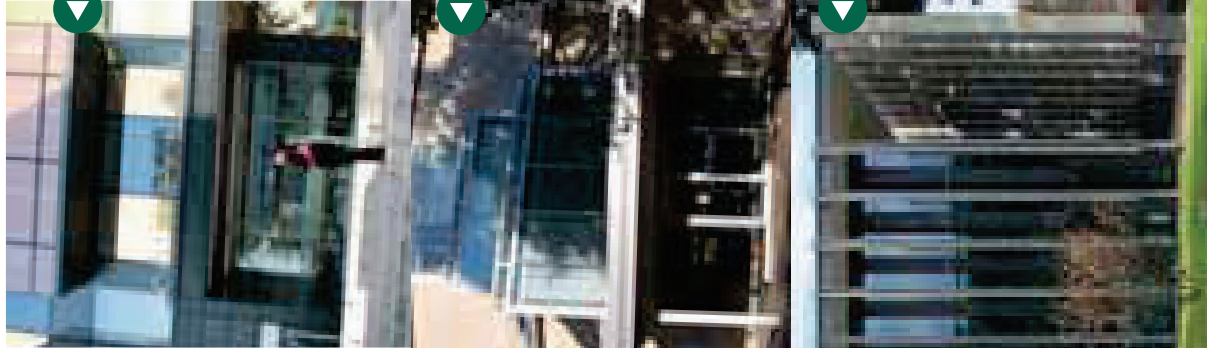
Address details for the council offices are as follows:

County Hall, Trowbridge:

Wiltshire Council,
County Hall,
Bythesea Road,
Trowbridge,
Wiltshire BA14 8JN

01225 713125

Monkton Park, Chippenham:

Wiltshire Council,
Monkton Park,
Chippenham,
Wiltshire SN15 1ER

01249 706111

Bourne Hill, Salisbury:

Wiltshire Council,
Bourne Hill,
Salisbury,
Wiltshire SP1 2AP

01722 438189

Details of the **Shurnhold** offices are as follows:

Wiltshire Council,
Shurnhold, Melksham,
Wiltshire SN12 8GQ

01225 713461

Shurnhold offices provide a temporary base for employees whilst the second phase of refurbishment of County Hall is being undertaken. It is essentially an administrative hub as the services hosted at Shurnhold have limited face-to-face contact with customers.

Services based at Shurnhold are due to move back to County Hall in December 2013.

The council has adopted a flexible working approach and as a result there are a number of locations where you can work, as required, and meet with council officers and local community representatives and residents.

www.wiltshire.gov.uk

Facilities at each hub location

The three hubs offer a range of services and provide a variety of amenities. Below is a guide to what you can expect.

County Hall, Trowbridge

County Hall is well serviced by public transport and is only 500 metres away from Trowbridge railway station. The recently refurbished section of County Hall houses Trowbridge Library on the ground floor as well as a public cafe – open 8:00am to 17:30pm in the atrium and a restaurant open daily between 12:00 and 14:30 pm.

The first, second and third floors of County Hall (accessible to council pass holders only), are service departments, as well as the leader of the council's office, the cabinet office, the opposition group's offices and the corporate directors. The complete refurbishment of County Hall is due to be completed late autumn 2013.

Access

County Hall has a 'front of house' customer reception. The council business area of the building is accessible to all staff and elected councillors via a door access card.
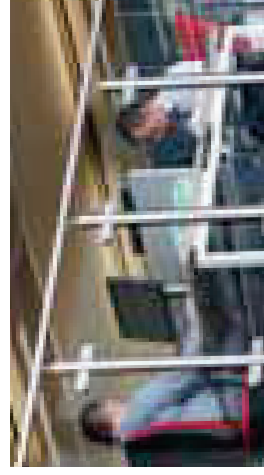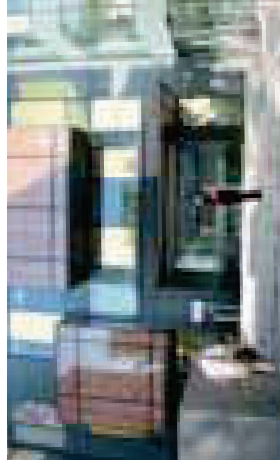
Building opening times

For staff and councillors:

7am – 7pm, Monday to Friday

The building is open to the public during library opening hours – from 8.30am to 7pm on Monday, Thursday and Friday, from 8.30am to 5.30pm on Tuesday and Wednesday and from 9am to 5pm on Saturday.

Car parking

There are currently no dedicated car parking spaces for councillors, however, spaces are reserved on occasions when a large number of councillors are attending a specific event. Overspill car parking is available at Court Street car park.

Visitor parking is at the front of the building. If visitors are meeting with councillors in County Hall they can obtain a parking ticket from County Hall reception, located in the atrium.

Cycle facilities

A secure bicycle shed is located at the rear of the building – the combination to the lock on this door can be obtained from the facilities management team on 0845 602 4149

Meeting rooms and offices

Ground Floor
- Caen Room
- Charlton Room
- Clarendon Room
- Silbury Room
- Cotswold Room (restaurant)

First Floor
- Golding Room
- Wren Room
- Pratchett Room
- Pitman Room
- Brunel Room
- Rudman Room
- Cullum Room
- Dyson Room

Second Floor
- Wardour Room
- Wilton Room
- Longleat Room
- Lacock Room
- Mompesson Room
- Bowood Room
- Chalfield room
- Westwood Room

Third Floor
- Stonehenge room
- Avebury Room

Hot desks – work areas

There are 24 hot desks on the first floor marked by red office chairs available for use by staff and councillors. There are also touchdown areas which operate on a first-come first-served basis and are intended for short term use.
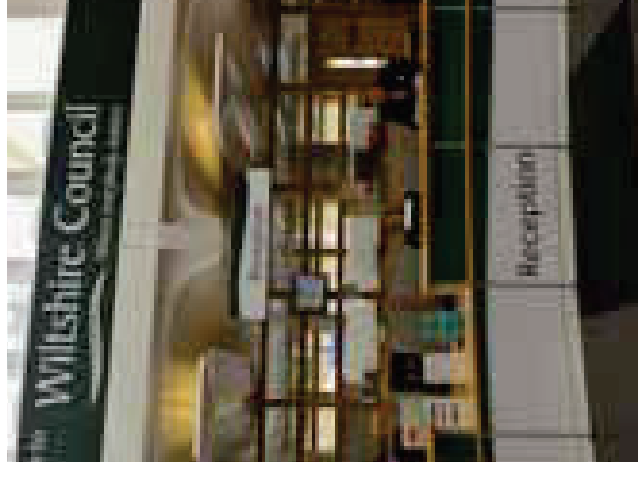
Monkton Park, Chippenham

Monkton Park is a five-minute walk from Chippenham town centre, and a three minute walk from the railway station. The facilities include secure storage for bicycles, shower facilities and a café, which is open to the public.

Access

Monkton Park has a 'front of house' customer reception.

The building is accessible to all staff and elected councillors via a door access card.

Building opening times

For staff and Councillors: 7am – 7pm, Monday to Friday.

Car parking

Councillors are advised to park at Wiltshire Council's car park at Sadlers Mead when visiting Monkton Park.

Visitors parking is at the front of the building. If visitors are meeting with members of staff or councillors in Monkton Park they can obtain a parking ticket from reception.

Cycle facilities

There is a secure bicycle shed located in the basement car park.

Meeting rooms

There are 13 meeting rooms located in Monkton Park.

Lower Ground: Committee Rooms A, B, C and D and Council Chamber

Ground Floor: Langley Room, ICT Training Room and Training Room

Floor 1: Bewley Room and Monkton Room

Floor 2: Brookfield Room, Citadel Room, Bank Room, S210 and S211

Floor 3: Jubilee Room, Stanton Room and T310

Hot desks – work areas

There are eight hot desks, on the third floor, marked by red office chairs available for use by staff and councillors. These operate on a first-come first-served basis and are intended for short-term use only.

Partners

Partners located within Monkton Park include Wiltshire Police – located on the Ground Floor, North; NHS – located on 1st Floor, North, and HM Revenue and Customs – based in reception on Tuesdays and Thursdays.

Bourne Hill, Salisbury

Bourne Hill is a fully serviced office building located within five minutes walking distance from Salisbury City Centre. The offices are situated next to Salisbury Arts Centre and gardens, and there is a public Victorian walled garden at the rear of the office. The Registrar's office, where wedding ceremonies are carried out, along with the registration of births and deaths, is located at the front of the building.

Access

Bourne Hill is not currently a public-facing building and therefore appointments need to be pre-arranged. If there is a need for any visitors or members of the public to visit Bourne Hill, the service area must arrange it by prior appointment and notify the facilities management team on 0845 6024149 or email fmsupport@wiltshire.gov.uk.

A member of the facilities management team will not always be available in the Bourne Hill reception area; and for security and health and safety reasons it is therefore important that visitors are only allowed into the building if they have an appointment and have been signed in. Councillors should access the building via the main 'West Entrance.' Visitors will be signed-in.

The registration service holds wedding ceremonies during the week and at weekends. The gravel driveway at the front of the building is available only for the wedding couple and/or any mobility-impaired guests.

Building opening times for staff and councillors:

7am – 7pm, Monday to Friday.

Saturday 8.30am – 4pm with prior agreement from facilities management.

Car parking

Due to the location of Bourne Hill, there is no designated parking available for staff or councillors. There is ample parking available nearby in Wiltshire Council car parks. The city is also well served by four Park & Ride services which the council encourages people to use to help reduce congestion and improve air quality in the city.

Cycle racks

A number of bicycle racks are available for staff and councillors to use at Bourne Hill. These are located at the front of the old building entrance.

Meeting rooms

There are four meeting rooms, plus three interview rooms, which are all bookable for external and internal meetings. There are also three screened drop-in areas for informal meetings.

Basement: Beckingham, Green Croft

Ground Floor: De La Wyle, Edmund

First Floor: St. Barbe, Cockerell

Hot desks – work areas

There are 20 hot desks marked by red office chairs available for use by staff and councillors. They are located near the reception area on the ground floor. These operate on a first-come, first-served basis and are intended for short term use.

More information on the facilities of Wiltshire Council buildings can be found in the councillors e-guide or through the facilities management page on The Wire.
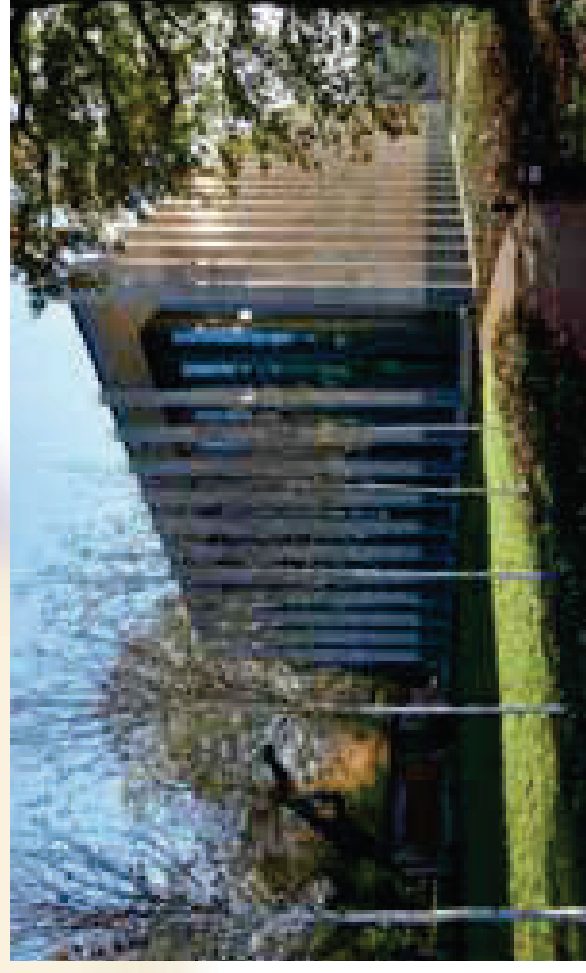
Who's who?

Corporate directors

	Dr Carlton Brand	01225 718088, carlton.brand@wiltshire.gov.uk
	Carolyn Godfrey	01225 713750, carolyn.godfrey@wiltshire.gov.uk
	Maggie Rae	01225 718338, maggie.rae@wiltshire.gov.uk

Community area managers

Amesbury	Karen Linaker	01722 434697, karen.linaker@wiltshire.gov.uk
Bradford on Avon	Peter Dunford	01225 713060, peter.dunford@wiltshire.gov.uk
Calne	Jane Vaughan	01249 706447, jane.vaughan@wiltshire.gov.uk
Chippenham	Vicky Welsh	01249 706446, victoria.welsh@wiltshire.gov.uk
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Devizes	Richard Rogers	01225 718626, richard.rogers@wiltshire.gov.uk
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Melksham	Alison Sullivan	01225 718443, alison.sullivan@wiltshire.gov.uk
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Tidworth	Mary Cullen	01722 434260, mary.cullen@wiltshire.gov.uk
Trowbridge	Rachel Efemey	01225 718608, rachel.efemey@wiltshire.gov.uk
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Westbury	Sally Hendry	01373 864714, sally.hendry@wiltshire.gov.uk
Royal Wootton Bassett and Cricklade	Penny Bell	01249 706613, penny.bell@wiltshire.gov.uk

Democratic services

Head of Democratic Services	John Quinton	01225 713054, john.quinton@wiltshire.gov.uk
Overview and Scrutiny Manager	Paul Kelly	01225 713049, paul.kelly@wiltshire.gov.uk
Governance Manager	Yamina Rhouati	01225 718024, yamina.rhouati@wiltshire.gov.uk
Area Board and Member Support Manager	Marie Todd	01225 718036, marie.todd@wiltshire.gov.uk

Communications

Communications	Allan Clarke	communications@wiltshire.gov.uk 01225 713114 allan.clarke@wiltshire.gov.uk 01225 713116

Area boards

Head of Communities	Steve Milton	01722 434255, steve.milton@wiltshire.gov.uk

This list outlines the areas most contacted by councillors. More contacts are available through the directory on The Wire or through the councillors e-guide. Alternatively, please contact democratic services on 01225 718220.

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Area boards

There are 18 area boards in Wiltshire each made up of local Wiltshire Councillors. A local board meets every six weeks in various easy to access venues within a community area. The boards make decisions on matters which affect the communities they represent and they award grants to local projects and groups. The boards, which were set up as part of the move to unitary, ensure Wiltshire Council's decisions are influenced by local people.

Did you know?

- There are 18 area boards in Wiltshire.
- More than 31,000 people have attended area board meetings.
- 2,500 local issues have been resolved at area boards.

Democratic services and area boards

Democratic services support the executive and non-executive elected members of the council as well as the committee and cabinet functions of the council.

Democratic services officers also support the area boards along with a community area manager, who acts as the local point of contact for issues and support to the local councillors in each area. Every Wiltshire councillor is a member on their local area board.

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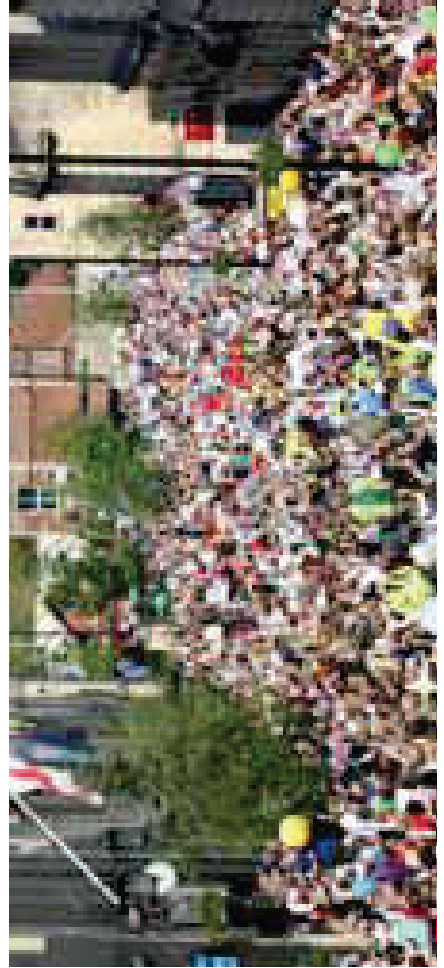
Key services - contacts

Service Area	Contact
Adult Social Care – advice and information	customeradvisors@wiltshire.gov.uk 0300 456 0111
Communications	communications@wiltshire.gov.uk 01225 713116
Democratic Services	committee@wiltshire.gov.uk 01225 718220
Environmental Services East	Publicprotectioneast@wiltshire.gov.uk 01380 734721
Environmental Services North	Publicprotectionnorth@wiltshire.gov.uk 01249 706555
Environmental Services South	Publicprotectionsouth@wiltshire.gov.uk 01722 434319
Environmental Services West	Publicprotectionwest@wiltshire.gov.uk 01225 776655
Facilities Management	FMSupport@wiltshire.gov.uk 0845 602 4149
General enquiries	customerservices@wiltshire.gov.uk 0300 456 0100
Highways	clarence@wiltshire.gov.uk 01225 718012
IT Service Desk	01225 718718
Legal Department	legalservices@wiltshire.gov.uk 01225 713031
Parking	parking@wiltshire.gov.uk 01249 706131
Planning East	Developmentmanagementeast@wiltshire.gov.uk 01380 734735
Planning North	Developmentmanagementnorth@wiltshire.gov.uk 01249 706444
Planning South	Developmentmanagementsouth@wiltshire.gov.uk 01722 434541
Planning West	Developmentmanagementwest@wiltshire.gov.uk 01225 770344
Public Health	publichealth@wiltshire.gov.uk 0300 0034566
Schools and Learning	operational.office@wiltshire.gov.uk 01225 757901
Waste Management	wastemanagement@wiltshire.gov.uk 01225 756559
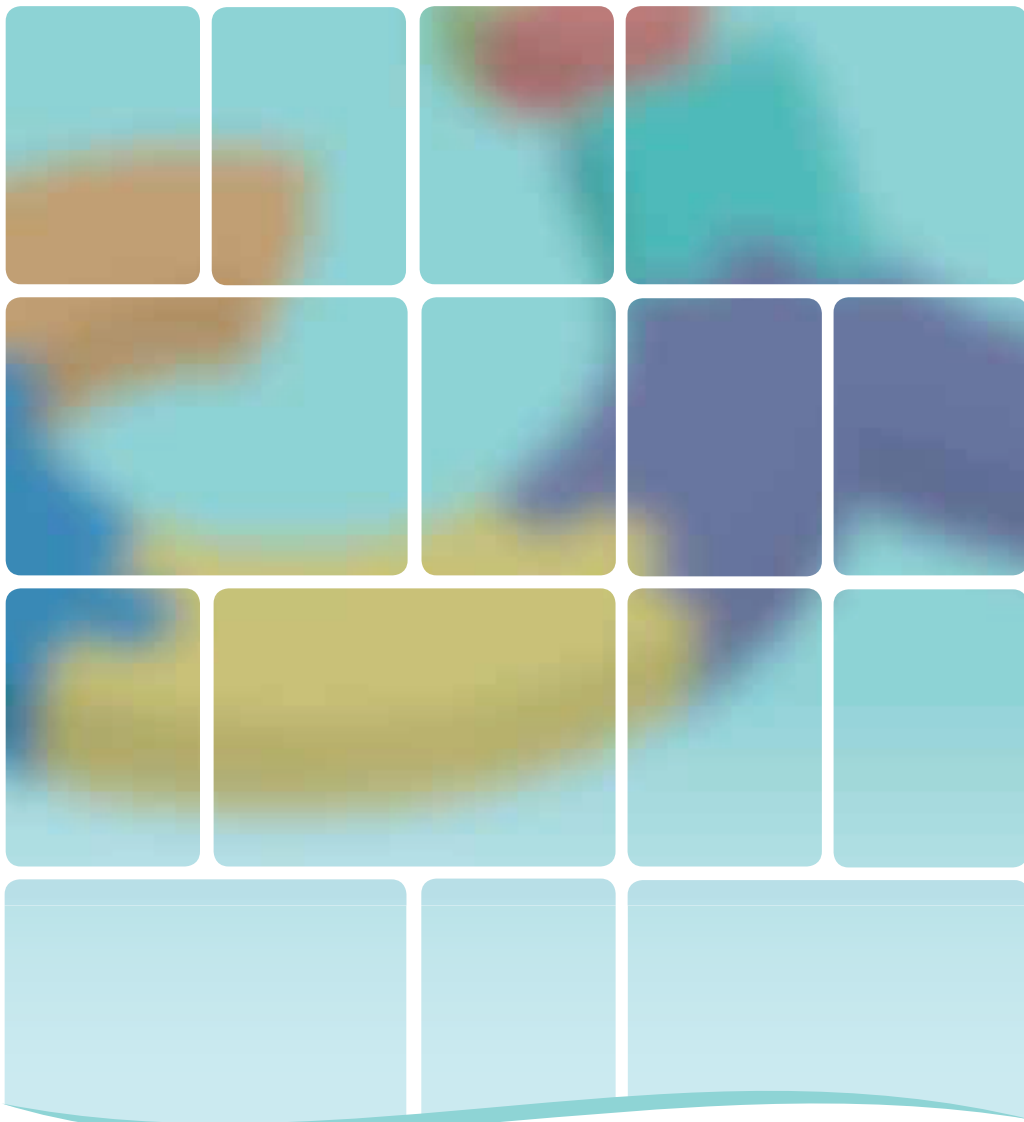
Councillor Induction

Wiltshire Council
Where everybody matters

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Wiltshire Council

Cabinet

18 June 2013

Subject: **Primary Schools at East Trowbridge and Tidworth NEQ - Preferred Bidders**

Cabinet member: Councillor Laura Mayes – Children Services

Key Decision: No

Executive Summary

The DfE published non-statutory guidance in May 2012 on the procedures that LAs should follow when opening a new school. The guidance followed on from the introduction on 1 February 2012 of Section 37 and Schedule 11 of the Education Act 2011. The guidance makes it clear that there is a presumption that all new schools will open as Academies and that LAs have to hold a competition to find a successful proposer who they then recommend to the DfE. The DfE make the final decision on the successful bidder.

Wiltshire Council will be opening two new primary schools in September 2014.

Trowbridge: A new 210 place primary school will be built by developers in East Trowbridge on the outskirts of the town with scope to expand to 420 places in future years.

Tidworth: A new 315 place primary school will be built by the Council in the North East Quadrant of the town with scope to expand to 420 places in future years.

Proposals

  a) **Following the evaluation process Cabinet agrees to recommend to the Department for Education (DfE) that Wiltshire Council's a preferred bidder to run the new schools at East Trowbridge and at Tidworth NEQ.**

  b) **Following the agreement to recommend the two Academy providers, Cabinet also agrees to forward the paperwork from all 6 bidders (Trowbridge) and 6 bidders (Tidworth), as well as the LA's evaluation of the bids to the DfE.**

c) The Cabinet also recognises that the DfE will make the final decision on the successful bidder to run the new school and may overturn the Cabinet decision in favour of another academy provider.

Reason for Proposal

Following guidance issued by the DfE, the LA undertook an Academy Provider competition for both schools from 2 March 2013 to 22 April 2013 to find their preferred bidder to recommend to the DfE. The LA received 6 bids for each school and after holding a short-listing exercise, two bidders were invited to formal interview for each school. After the interviews on 20 May 2013 (Trowbridge) and 24 May 2013 (Tidworth), the panels agreed to recommend to Cabinet that Provider A be invited to run the new school in Trowbridge and that the provider B be invited to run the new school in Tidworth.

Carolyn Godfrey
Director of Children's Services

Wiltshire Council

Cabinet

18 June 2013

Subject: **Primary Schools at East Trowbridge and Tidworth NEQ - Preferred Bidders**

Cabinet member: Councillor Laura Mayes – Children Services

Key Decision: No

Purpose of Report

1.   To confirm the outcome of the evaluation and interview process that the LA held to find their preferred bidder to run the new 210 place primary school in East Trowbridge (with scope to expand to 420 places) and their preferred bidder to run the new 315 place primary school at Tidworth NEQ (with scope to expand to 420 places).

Background

2.   The DfE guidance sets out the process that LAs are required to follow. There were four stages in the process:
   a)   Publication to interested parties and the DfE of the details of the requirement for the new school and publication of application guidance on how bidders could make applications to run the school via a School Competition
   b)   An evaluation process by the LA of the bids received
   c)   The LA recommendation to the DfE on their preferred bidder
   d)   The DfE makes the final decision on the successful bidder

Main Considerations for the Council

3.   In December 2012 a decision paper agreed by Changing School Board to the adoption of the new DfE guidance. The Cabinet Portfolio holder for Education, Skills and Youth was part of the Board. On 2 March 2013, in line with the DfE guidance, the LA published to a number of key partners, organisations and other interested parties our application guidance for submitting bids by 22 April 2013 to run the new schools (Appendix A). Details were also forwarded to the DfE who highlighted the School Competition on their website so that as many organisations as possible were aware of the competition.

4. By the closing date for applications the LA had received a total of six bids for each school. Having sought advice from the DfE, it was decided that a panel of Senior Officers and a Representative of the Primary Head's Forum would assess all the bids against agreed criteria and shortlist bids for formal panel interviews.

5. As a result of this evaluation process two applicants were invited for formal interview for the Trowbridge School and two for the Tidworth School.

6. The interview panel for the East Trowbridge New School was on Monday 20 May 2013 and consisted of Julie Cathcart, Nick Glass, Cllr Richard Gamble (Portfolio Holder for Schools, Skills and Youth), Cllr Stephen Oldrieve (Paxcroft), Andy Bridewell (Chair of Wiltshire Primary Heads Forum), and Tom Lindsay (Support). The interview panel for the Tidworth new school on Friday 24 May 2013 consisted of Stephanie Denovan, Nick Glass, Cllr Richard Gamble (Portfolio Holder for Schools, Skills and Youth), Chris Franklin (Mayor of Tidworth), Catriona Williamson (Deputy Chair of Wiltshire Primary Heads Forum), and Tom Lindsay (Support).

7. The DfE state in their guidance that there are three criteria that decision makers should consider when making a recommendation on their preferred bidder. The criteria are:
   a) The quality of the places being added into the system, based on the proposer's vision and educational plan
   b) The capability and capacity of the proposer to deliver their proposal to time and on budget, based on their expertise and experience
   c) Value for money, confirming that the proposer considers the new school can be met within the estimate of capital costs outlined by the LA. This criterion is not relevant in the case of both schools as one school is being built by the developers and the other is being built by Wiltshire Council.

8. After the presentations and interview, the panel reviewed all the evidence and decided on their preferred bidder to recommend to Cabinet in order that an agreed bidder for each school could be considered and recommended to the DfE. Further details about the strengths of the successful bids and some of the weaker aspects of the non-shortlisted bids will be presented to Part 2 of Cabinet. This summary reflects the headline conclusions of the initial panels and the two interview panels and thus sets out why the Trusts are being recommended to run the two new schools.

9. Once Cabinet has agreed on the recommended bidders, the LA will forward to the DfE details of all the six original bids that were received for each school, and details of the interview and the Council's evaluation that was undertaken. In accordance with the DfE guidance, the DfE will then make the final decision on the preferred bidder and make their decision known to the LA.

10.   The LA has followed the DfE guidance throughout the process, invited bidders, and involved the local community in setting the criteria and evaluation procedure.

Environmental and climate change considerations

11.   The scope of works being proposed for the proposed development will comprise new buildings. These will be designed to ensure compliance with Wiltshire's renewable energy and environmental requirements as well as building control and other statutory requirements.

12.   No matter the scope, a sustainable construction strategy will be adopted. The new build shell will incorporate high levels of insulation to meet Part L 2010 of the Building Regulations. High standards of energy efficiency will be met and this will be coupled with high quality ventilation. All occupied spaces will be designed to provide good levels of day lighting.

13.   The biodiversity of the sites' ecological system will be considered and improved. Existing trees will be retained where possible. Eco-habitat areas will be incorporated or protected if existing.

14.   To promote sustainable modes of transport, green travel plans will be developed by each school involved and their staff, pupils and visitors will be encouraged to walk, use public transport or cycle, and cycle storage will be provided.

15.   As academies, the schools' operations fall under the council's Scope 3 Green House Gas emissions ie emissions from sources not owned or directly controlled by the council but related to the council's activities. The council recommends the appointed Academy Trusts adopt efficient energy management once the schools are operational to minimise carbon emissions and thereby their impact on the environment and climate change.

Equalities Impact of the Proposal

16.   When making decisions the Council must act reasonably and rationally. It must take into account all relevant information. It must also comply with its legal duties, including relating to equalities.

17.   As public bodies schools and local authorities have duties, known as the 'public sector equalities duties' under S 149 the Equality Act 2010. S 149 Equality Act 2010 requires public authorities to:

17.1 Have due regard to the need to:
   a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act;

b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

17.2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

17.3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

a) Tackle prejudice, and

b) Promote understanding

Compliance with the duties in this section may involve treating some persons more favourably than others.

18. The Equality Act 2010 places separate duties on Local Authorities as the responsible body (alongside the governing body) for schools maintained by the local authority. The Act provides protection for people with certain 'protected characteristics'. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

19. In the field of education in schools the prohibition of discrimination, harassment and victimisation does not apply where the circumstances relate to age, marriage or civil partnership.
The duties in relation to schools are:

19.1 Not to discriminate against a person:

a) In the arrangements it makes for deciding who is offered admission as a pupil

b) As to the terms on which it offers to admit the person as a pupil

      c) By not admitting the person as a pupil

19.2 Not to discriminate against a pupil:
      a) In the way it provides education for the pupil
      b) In the way it affords the pupil access to a benefit, facility or service
      c) By not providing education for the pupil
      d) By not affording the pupil access to a benefit, facility or service
      e) By excluding the pupil from the school
      f) By subjecting the pupil to any other detriment

19.3 Not to harass:
      a) A pupil
      b) A person who has applied for admission as a pupil.

19.4 Not to victimise a person:
      a) In the arrangements it makes for deciding who is offered admission as a pupil
      b) As to the terms on which it offers to admit the person as a pupil
      c) By not admitting the person as a pupil.

19.5 Not to victimise a pupil:
      a) In the way it provides education for the pupil;
      b) In the way it affords the pupil access to a benefit, facility or service;
      c) By not providing education for the pupil;
      d) By not affording the pupil access to a benefit, facility or service;
      e) By excluding the pupil from the school;
      f) By subjecting the pupil to any other detriment.

20. The Academy Trusts recommended in this report are required to comply with these duties. The interview panel confirmed with the chosen Academy Trusts that they are aware and understand these duties.

Risk Assessment

21. It is recognised that the pupil projections may either be an under or over-estimate of future numbers and thus become less accurate the further into the future they go. Projections are kept under review as new data becomes available, including the termly pupil censuses and live births. In planning for new schools, the Council looks to provide places in geographical areas of increased demand arising from residential development and/or rising birth rates. Applying risk management assessment principles can help strategic decision makers make informed decisions about appropriateness of adopting policy or service delivery options.

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

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

Risk
a) The LA will not carry out its statutory duty to provide sufficient school places
b) The LA will not be compliant with S106 agreements with developers and planning

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

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

Risk	**Action to mitigate the risk**
1. Project Delay	Active monitoring
2. Budget over run	Active monitoring
3. Quality	Active monitoring

Active Monitoring - Effective management of risks involves:
a) identifying possible risks in advance and putting mechanisms in place to minimise the likelihood of their materialising with adverse effects
b) having processes in place to monitor risks, and access to reliable, up-to-date information about risks
c) the right balance of control in place to mitigate the adverse consequences of the risks, if they should materialise
d) decision-making processes supported by a framework of risk analysis and evaluation.

Financial Implications

24.	The capital cost of the new school in Trowbridge and the creation of the playing fields are being funded by the developer. In Tidworth the costs are funded from section 106 agreements with developers and DfE basic need allocations. For lead-in and set up costs, the DfE will discuss with the LA on a case by case basis to identify and agree the most appropriate mechanism to meet these. Until longer term funding arrangements are agreed, the expectation is that local authorities will contribute to these costs. After the DfE have agreed on their preferred bidder the Education Funding Agency, the LA and the successful bidder will have to meet to agree on how set up and lead-in costs are met as no funding will be provided by the developer through the 106 agreement for these costs.

25.	Ongoing revenue funding for the schools will be determined by Wiltshire's local funding formula for schools. As academies the schools will be directly funded by the Education Funding Agency (EFA) applying

the Wiltshire local formula. The funding will be top sliced from the Council's Dedicated Schools Grant (DSG) allocation in the same way as funding for all other academies.

26. There will also be an element of advanced funding required for each school and this will need to be met from the Council's Dedicated Schools Grant (DSG). As required under the Schools & Early Years Finance (England) Regulations 2012 the Council retains a proportion of the DSG allocation as a growth fund to enable funding of significant pupil growth arising from Basic Need. Under the regulations the School's Forum must agree criteria for the allocation of that growth fund, including the allocation of funding for new schools prior to opening to fund the appointment of staff and to enable the purchase of any goods and services necessary in order to admit pupils.

27. Provision will need to be made from the growth fund in the current financial year to support the appointment of a new head teacher and business support within each of the two schools. Initial funding of £55,000 for each school will be made available during the spring term of 2014 and this will be funded from the growth fund in the 2013-14 financial year. A further allocation to support the appointment of a Head Teacher and Business Support prior to the opening of each school will need to be made available from the 2014-15 growth fund. The schools will then receive funding from September 2014 based on estimated pupil numbers.

Legal Implications

28. Councils have a statutory duty to ensure that there are sufficient school places in their area, to promote high educational standards, to ensure fair access to educational opportunity and to promote the fulfilment of every child's educational potential. They must also ensure that there are sufficient schools in their area and promote diversity and increase parental choice.

29. On 1 February 2012 Section 37 of the Education Act 2011 was commenced, including Schedule 11 of the Act. This made changes to Part 2 of the Education and Inspections Act 2006 in relation to the process for establishing new schools, including the Academy/Free School presumption. The "presumption" in the guidance required LAs to establish an Academy/Free School in the first instance where they identified the need for a new school.

30. The guidance published by the DfE details the process that Local Authorities and new school proposers have to follow. The LA has followed the DfE guidance throughout the process.

31. Advice has been sought from the Head of Legal and Democratic Services who supports the process we have followed.

Options Considered

32.   The only option open to Cabinet would be to not accept the
        recommendation of the interview panels and ask for the process to be re-
        run. However at each stage of the process the DfE guidance was
        followed or further advice was sought from the DfE and the
        recommendation to Cabinet was that the whole process was a valid one
        and that the panel's recommendation should be accepted.

Conclusions

33.   Cabinet is asked to make a decision on the selection of preferred
        bidders taking into account the information contained in this report
        and the information on the preferred bidders which will be
        provided during Part II of the meeting

Carolyn Godfrey
Director of Children's Services

_____

Report Author:

Nick Glass, Manager for School Strategic Planning
nick.glass@wiltshire.gov.uk
01225 713853

Date of report: 10 June 2013

Background Papers

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

None

Appendices

Appendix A (six documents)
    1. East Trowbridge background information
    2. East Trowbridge school specification
    3. East Trowbridge application form
    4. Tidworth (NEQ) background information
    5. Tidworth (NEQ) school specification
    6. Tidworth (NEQ) application form

Appendix B

A summary overview of the relative strengths of each applicant in relation to the application criteria – recommended to be considered in Part II of the meeting.

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New East Trowbridge Primary School

-Background Information-

Wiltshire Council
Where everybody matters

1. INTRODUCTION

Wiltshire Council has a statutory duty to plan the provision of school places, to ensure that there are sufficient school places in the area, promote high educational standards and ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. The Council manages the rising and declining pupil numbers and creates a diverse community of schools. This document has been prepared to set the scene for a competition for opening a new primary school in Trowbridge.

A core ambition of Wiltshire Council is that all children and young people living in Wiltshire are entitled to the highest quality education so that they are able to fulfil their potential. We aim to produce an effective match between pupils and places by providing an infrastructure of high quality school buildings and facilities, where all schools are of an appropriate size and standard to deliver the curriculum most effectively.

2. WILTSHIRE

Wiltshire Council is one of the largest unitary authorities in England and one of the most rural. Wiltshire adjoins the local authorities of Dorset, Somerset, South Gloucestershire, Oxfordshire, West Berkshire, Hampshire, Swindon, Bath and North East Somerset.

Wiltshire is a predominantly rural county. It has a population of 461,500, nearly half of whom live in towns or villages with fewer than 5,000 people. A quarter of the county's inhabitants live in settlements of fewer than 1,000 people.

In the year between July 2008 and June 2009, 81% of Wiltshire's working age population was in employment. This is higher than the employment rate for both the South West (77%) and England 73.4%). The authority's area covers approximately 3,255 square kilometres. The largest settlements in Wiltshire are the historic cathedral city of Salisbury in the south, the county town of Trowbridge in the west, and the market town of Chippenham in the north. The city of Salisbury serves a large surrounding rural area. Trowbridge plays a role as an employment, administration and service centre for the west Wiltshire area, and has good transport links to many nearby settlements. Chippenham has a busy town centre and, in recent decades, an expanding urban area and is a focus for employment and housing growth due to its proximity and good access to the M4 and rail links. It has direct transport links with Swindon, Bath, Bristol and London.

Wiltshire also contains numerous villages and rural settlements reflecting the rural nature of the county. Wiltshire has a considerable variety of school buildings in terms of age and type. The rural nature of the county is reflected by the fact that DfE have determined that 68% of our primary schools are 'rural' with a presumption against their closure.

Major contextual issues

Wiltshire Council faces three specific issues in managing school places:-
1. Significant housing development in parts of the county which are mainly concentrated in urban areas and will lead to a need for more school places or the take up current surplus places.

2. The decline in primary aged children is reaching its trough and will increase significantly in the next few years. Secondary numbers are forecast to decrease slightly over the next few years and then rise again in three to four years time. However, these trends are not consistent across the county and there are considerable geographical differences that need to be planned.

3. It is expected that Wiltshire will need to accommodate significant additional housing, mostly in the urban areas. There is very little new housing planned in rural villages with a decreasing number of families with young children moving into these villages. The geographical distribution of this housing will have a significant impact on school place planning. It is clear that much of this housing will be concentrated in existing urban areas.

Wiltshire Council, the Dioceses of Salisbury, Bristol and Clifton, the Education Funding Agency (EFA) and the governing bodies of schools and academies are all key partners and have important roles in school place planning. With 234 schools and over 69,000 pupils to consider, finding workable strategies for planning school places is demanding and challenging for all concerned.

The School Organisation Plan provides comprehensive information on school place planning in the county and outlines how the Local Authority, in securing the provision of primary, secondary and special education, will also support the promotion of:
- The raising of standards
- Improved outcomes for all pupils
- Diversity of provision
- Increased collaboration between schools
- Greater community cohesion.

3. TROWBRIDGE PROFILE

The Trowbridge Community area includes the parishes of Hilperton, North Bradley, Southwick, Trowbridge and West Ashton.

Education Standards in the Community area:

Primary: Of the 15 primary schools in the Trowbridge area (14 primary and 1 special) 14 are included in the analysis with area results showing lower performance than that of national, LA and statistical neighbour comparators. The range of results in the area shows a diversity of performance with results from 20% to 95%. OfSTED inspections show 60% of schools in the area being judged good or outstanding.

Secondary: The area is served by 4 schools (3 secondary and 1 special school). Performance for the area is improving although remains below Wiltshire, the national figures and statistical neighbours.

4. CURRENT PROVISION

There are 14 primary age schools in the Trowbridge area and 3 secondary schools which cater for the 11-19 age range. There is one special school in the Trowbridge area. Specialist learning provision is also offered as below:

Studley Green Primary School – Complex Needs and Speech & Language
Grove Primary School – Hearing Impairment

Table 1 – Schools in the Trowbridge Cluster

Primary	Status as at September 2012
Bellefield Primary and Nursery School	Voluntary Controlled
Grove Primary School	Community
Hilperton C E Primary School	Voluntary Controlled
Holbrook Primary School	Community
Newtown Community Primary School	Community
North Bradley C E Primary School	Voluntary Controlled
Paxcroft Primary School	Foundation
Southwick C E Primary School	Voluntary Controlled
St. John's Catholic School	Voluntary Aided
Studley Green Primary School	Foundation
The Mead Academy Trust	Community
Trowbridge Longmeadow Primary School	Community
Walwayne Court School	Community
West Ashton C E Primary School	Voluntary Aided
Secondary	
The Clarendon College – Specialist Language Centre	Community
The John of Gaunt School, A Science, Mathematics and Computing College	Academy
St. Augustine's Catholic School and Technology College	Academy
Special	
Larkrise School	Community

5. FORECAST

Births in Trowbridge

The birth rate has, on average, remained the same, with occasional peaks which can be seen in the table and graph below.

Table 2 – Numbers of Births reported by the Health Authority in the Trowbridge area

Birth year	2006- 07	2007-08	2008-09	2009-10	2010-11
Number	522	548	505	513	562
Reception year	*2011*	*2012*	*2013*	*2014*	*2015*
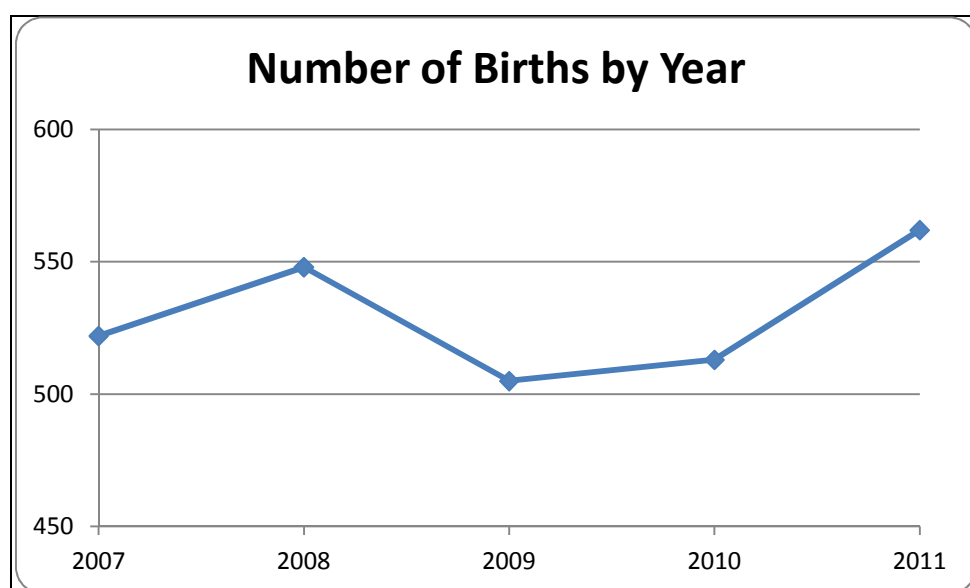
Issues for Future Primary School Provision

The Wiltshire Core Strategy proposes a further 4590 dwellings in the Trowbridge community area, substantially all of which will be in Trowbridge. The new housing is projected to generate 93 Primary aged pupils per year from academic year 2012/2013. Initially, these pupils can be accommodated within the existing provision across the town. A new 1FE primary school at East Trowbridge is scheduled to open September 2014.

The table below shows the anticipated demand for places at the Trowbridge town schools.

Year	PAN	Pupils in Year R	Spare Year R Place
2009/10	463	378	85
2010/11	460	384	76
2011/12	463	402	61
2012/13	463	416	47
2013/14	456	430	26
2014/15	456	465	-9
2015/16	456	497	-41
2025/26	456	610	-154

With the addition of planned new housing there will be a shortfall of up to 154 places per year group by 2025/2026, with the need for a new school from 2014. The precise shortfall will depend on the final mix of dwelling sizes, social housing & windfall sites actually built.

6. PLANNING TO MEET EDUCATION NEED

The School Place Planning Programme has already introduced a significant number of additional school places into Trowbridge through the permanent or temporary expansion of many primary schools. However, most schools are now at full capacity with limited scope for any further expansion.

A full range of options for providing these places was investigated by the Changing Schools Board. The option of creating a new Primary Academy on the site provider the developer in East Trowbridge was identified as a cost effective way of providing permanent places close to where they are needed.

7. FUNDING

The capital cost of developing the school building and site will be provided by the developer under a Section 106 agreement.

As the new school will be an Academy, the successful sponsor will need to enter into a revenue funding agreement with the Secretary of State for Education.

8. PROCESS OF ESTABLISHING A NEW SCHOOL

The Education Act (2011) states that when a Local Authority identifies the need for a new school, that this school should be promoted as either an Academy or a Free School. The Local Authority is required to publish a notice inviting proposals to this effect and to specify a date for academy / free school proposals to be received.

After that date, the Local Authority should forward all proposals received to the Secretary of State outlining the steps taken to secure the proposals together with the details of any academy / free school proposals received, or, if no proposals have been received.

Potential sponsors of the new school will be expected to present their proposals at a meeting with Councillors (Members), Headteachers and Local Authority officers and attend an interview to discuss their proposals in more detail.

Following detailed consideration of all of the information available to them, the Members and officers concerned will reach a view on which, if any, of the applications received they would prefer to see implemented. A report on the conclusions reached will then be presented to the next available meeting of the Council's Cabinet (its decision-making body).

It is important to note that whilst the Local Authority is able to state a preference in respect of which application it would wish to see implemented, it is the Secretary of State for Education who will make the final decision and select the successful sponsor.

If none of the proposals are acceptable to the Secretary of State for Education, then the Local Authority will embark on a school competition process based on the guidelines to establish a new maintained mainstream school as set out in section 7 (1) of the Education and Inspections Act 2006.

Key milestones for establishing the new primary school for East Trowbridge are set out below:

Stage 1 – Consultation:
January 2013 Consultation with community and relevant Area Board

Stage 2 – Invitation for Proposals:
March 2013 Advertise to prospective bidders
April 2013 Deadline for receipt of proposals

Stage 3 – Assessment:
End of April 2013 Assessment and shortlisting of proposals begins

May 2013 Assessment Panel Interviews and presentations
June/July 2013 Wiltshire Council Cabinet confirms its preferred sponsor

Stage 4 – Decision by Secretary of State:
July 2013 There is no specified timescale for this part of the process but it is estimated at 2 weeks.
July 2013 Once advised of the outcome of the Secretary of State's consideration of the applications, the Local Authority will publicise this information on its website and via other media / communication channels and begin the process of working with the successful sponsor to establish the new primary school.

9. FURTHER DETAILS AND APPLICATION FORM

Proposals should be submitted using the Wiltshire Council Application Form and Specification Document. The Application Form and Specification Document are available from:

jodie.maslen@wiltshire.gov.uk

Completed Application Forms must be submitted by 6:00pm on Monday 22 April 2013

Please note that the selection process of a preferred sponsor will include a formal presentation to an interview by a panel in May 2013.

If you would like any further information, or would like to discuss your application in detail, please contact Jodie Maslen:
Email: jodie.maslen@wiltshire.gov.uk
Telephone: 01225 713769

New East Trowbridge Primary School

-School Specification-

Wiltshire Council
Where everybody matters

1. BACKGROUND

This document is designed to outline to potential sponsors of a new Primary Academy in Trowbridge - both the technical details of the new Academy and what Wiltshire Council desire of a sponsor in terms of education provision. This document should form the basis of applications from potential sponsors.

Wiltshire Council has identified the need for a new 210 place primary school in East Trowbridge from September 2014.

Trowbridge is a medium sized town in the west of England. It has a population of around 44,000 which is forecast to continue to grow. It is the county town of Wiltshire.

The Wiltshire Core Strategy proposes a further 4590 dwellings in the Trowbridge community area, substantially all of which will be in Trowbridge. A new school is required to serve two of these new housing developments off Green Lane in Trowbridge. The developments total 824 homes, site works commenced in October 2011 and new homes are now starting to be occupied on the major housing site. Details of both sites are provided below.

A section 106 agreement was signed in December 2010 for 650 houses at East Trowbridge. The agreement requires the developer to provide a site and a 7 class primary school within 14 months of the occupation of the 50th dwelling. In addition, a Unilateral Undertaking was signed in March 2009 with the developers of a site called Land North of Green Lane. The site will create 174 new homes. Reserved matters approval has been granted but development has yet to commence. Once development has commenced the Unilateral Undertaking requires the Council to inform the Developer that additional school places are required and how they will be created.

The new school will serve these two new housing developments and will not replace any existing schools. The Wiltshire Core Strategy proposes 2600 of the 4590 new homes will be built in this area of Trowbridge hence further adjacent housing will take place over the coming years. With that in mind, the school has been designed to be extendable to 1.5FE then ultimately 2FE. Therefore, planning has been obtained for a 420 place school which can be built out in a number of phases.

A nursery has been included within the 2FE design but will not be included as part of the initial 1FE school as funding was not available to support it.

The new primary school will be based a site in the new housing development. The school will open in September 2014 in new purpose built accommodation.

Wiltshire Council is committed to working with all state funded schools in the county, including Academies and Free Schools. The Council will offer both support to the appointed sponsor in setting up the new Academy and continuing opportunities for involvement in strategic issues related to education in Wiltshire.

2. DETAILS OF THE NEW SCHOOL

The school site will be in east Trowbridge.

Area/community to be served: It is anticipated that the school will primarily serve the new housing developments detailed above.
Age Range: The school will cater for pupils between the ages of 4 and 11. The Authority's policy is to admit children into the Reception Year in the September following their fourth birthday.
Gender: Mixed
Opening date: 1 September 2014, for 15 children in every year group (reception – Y6), progressively increasing to 30 as housing is completed by the developer and occupied.
Admissions: The school will normally be a 210 place school, offering 30 places in Reception each year and the accommodation will be provided to enable this. See Table A.

Table A – Proposed admission number for new primary school

	Sep 2014	Sep 2015	Sep 2016	Sep 2017
Reception	15	20	30	30
Year 1	15	20	30	30
Year 2	15	20	30	30
Year 3	15	20	30	30
Year 4	15	20	30	30
Year 5	15	20	30	30
Year 6	15	20	30	30
Total	**105**	**140**	**210**	**210**

The sponsor will be required to abide by the Codes of Practice on Admissions and Admissions Appeals and participate in the Authority's co-ordinated scheme for admissions and In Year Fair Access Protocol.

For September 2014 applications it may be necessary to provide parents with the opportunity to apply outside of the co-ordinated admissions scheme as agreed between the schools and the Local Authority. This is because the school governance may not be far enough advanced as a recognised education establishment. Therefore, potential applicants may not be able to apply under the normal application process.

If this situation arises, Admissions Services in Wiltshire will make available a separate application form for the purposes of applying solely for the new school. Parents who apply on the separate form will also have the opportunity to apply under the normal application process and name three other schools as part of the co-ordinated admissions scheme.

All proposals should ensure they take account of the need to serve the local community and reflect the need for community cohesion. The determined admissions criteria must work in conjunction with the criteria in operation for other schools in the area.

Childcare: In order to provide sufficient childcare for working parents, out of hours provision, such as breakfast and after school clubs, is a key priority for Wiltshire Council. There will not be dedicated accommodation provided for these facilities, it would be anticipated that the sponsor provides these within the main school building.

Provision for Special Educational Needs: The school will be expected to make appropriate educational provision for all learners for whom a mainstream placement is considered appropriate. This will include ensuring an inclusive learning environment in which all pupils, including those with special or additional educational needs and those with disabilities are supported and enabled to make maximum progress. This will include adherence to the statutory SEN framework, having due regard to the Code of Practice. The school will be expected to ensure timely identification and assessment of needs, appropriate intervention and the efficient monitoring of the progress of pupils with identified special or additional needs. In meeting such needs the school will be expected to engage with parents / carers and work in partnership with them in the best interests of the progress of all learners.

Home to School Transport: The school will be accessible through walking and cycling from the community it serves, and is close to major bus routes. A Traffic Impact Assessment will be carried out by the Council as part of the planning process for the build project. The appointed sponsor will then be required to develop a school travel plan.

Capital Funding Arrangements: As the new school is needed specifically to meet the needs of the pupils arising from the new housing development, the design and build costs will be met by the developer.

School Building: In order to meet the opening date of September 2014, the school design and build process is already underway. The sponsor will not, therefore, have the opportunity for any involvement in the design of the school building. The new building will meet all current guidelines and will be of sufficient size for a 210 place school.

3. PARTNERSHIP WORKING AND COLLABORATION

A key component of selection will be the sponsor's willingness and ability to engage with the local community in order to attract parents and children to the school, and to help ensure high aspirations and outcomes for all children in the area.

The sponsor would be expected to work closely with community groups and to make the school facilities such as the playing field and the school hall available out of school hours for community activities. It would also be expected that the sponsor connects with other local schools, and makes an active contribution to school-to-school.

At a recent workshop for the community and local schools they produced the following profile and key characteristics for providers to consider.

Trowbridge is the County town of Wiltshire with a proud industrial heritage and record for innovation. The local economy is in transition from manufacturing to office based administration. Although the profile is typical of a Wiltshire town with no large industry or

manufacturing base, there are some army families choosing to locate in Trowbridge and significant minority groups, adding to the diversity of the town.

The demographic profile is steered towards lower income with a low wage economy in the immediate vicinity, with a lack of employment opportunities in Trowbridge itself. As a result, for many Trowbridge is a dormitory town, particularly as there are good transports links to larger centres in the South West and on the M4 corridor. There is an increasing need to develop leisure and retail outlets for those moving into the area. The town is now attracting investment – cinema, library, civic centre - and is moving towards becoming more of a cultural centre.

There is a strong collaborative approach to education in the community area which is school led and with all schools involved. This collaboration is formalised by a company called Collaborative Schools Ltd and local schools are eager for any new providers to participate in their pioneering approach to collaboration.

All secondary schools are closely clustered on west side of town centre. The Trowbridge Community Area Forum and the Town Council strive to bring the whole community together, working towards improving the whole community feeling & improving people's feelings about coming from Trowbridge.

The population of Trowbridge is growing faster than the national, regional and Wiltshire averages, so many people have moved to the area. There is a drive to encourage people identify with Trowbridge and take pride in the community.

At the workshop the community identified the following aspirations and priorities for the town and where applicable the new school
- *More things to do in Trowbridge creating a feeling of community for people to want to stay & work here.*
- *All school's to be good, outstanding & meet the needs of the community.*
- *In addition to the new school, rebuild existing primaries where buildings need attention.*
- *Development of Trowbridge as a cultural centre.*
- *Cohesive education community – with all schools working together regardless of category / governance.*
- *Local accountability for schools*
- *Schools to support their new community where people don't have extended family. Join community with School amenities.*
- *Revised leisure facilities in a 'hub' in the centre of the town.*
- *Improvement of the railway station to form a transport hub.*

4. TEACHING AND LEARNING
Sponsors will be expected to demonstrate their ability to:
- ensure that teaching and learning, including the management of behaviour, is outstanding;
- effectively monitor and evaluate the quality of teaching and other support provided for pupils with a range of aptitudes and needs, including pupils with a disability or those with special educational needs, so that all pupils have high levels of achievement;
- ensure good progression in skills in reading, writing, communication and mathematics with the effective application of these skills across the curriculum;

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- provide successful preventative and early intervention strategies to minimise any gap in outcomes for children whose circumstances or learning needs make them more vulnerable, including taking a holistic approach including supporting parents and families;
- ensure high aspirations and expectations from all staff so that planning and teaching is successful in extending the knowledge, skills and understanding across a broad range of subjects and areas of learning;
- create a learning environment within the school, promoting challenging tasks that are well matched to pupils' learning needs and successfully engage all pupils in their learning;
- ensure pupils understand how to improve their learning as a result of frequent, detailed and accurate feedback from teachers following assessment of their learning;
- build on learning through play and active enquiry within an enabling environment;
- enable pupils to develop skills such as resilience, teamwork and learning for themselves, including setting appropriate homework that reinforces the learning partnership between home and school;
- make effective use of assessment for learning, as well as assessment of learning, so that teachers' monitoring of learning during lessons responds to pupils' feedback and makes adjustments to planning where necessary to maximise the pace and depth of learning;
- ensure pupils know how to improve their learning as a result of frequent and accurate feedback and through questioning and dialogue;
- make appropriate and effective use of Information and Communication Technology [ICT] to support and enable learning, the monitoring of progress and the planning of provision, also communication within the school community; and
- introduce successful innovations in teaching and share these across the school and with other schools.

Additionally, the recent community based education workshop identified the following local priorities to be taken into account by potential providers:

Teaching & Learning – Early Intervention
- *Effective liaison with agencies, surestart*
- *Capturing needs of young children before School*

Teaching & Learning – Innovative Teaching
- *Inspiring children*
- *ICT chosen throughout the curriculum.*
- *Curriculum needs to be innovative & varied*
- *Radical is OK*
- *Not just 9 – 3:30pm, flexible*

Teaching & Learning – All pupils challenged
- *Pupils must be challenged to maximise their potential.*
- *Classes should be flexible to allow progress into next stage to encourage learning to higher than average levels and vice versa when difficulties encountered.*

- *Pupils must be given sufficient knowledge/skills to meet the challenges they will be presented with when they arrive at secondary school.*

Teaching & Learning - High aspirations/ expectations
- *Break cycle of underachievement – inspirational opportunities*
- *School that looks beyond Trowbridge to our international community*
- *Using the inspiration to share within Trowbridge*

Teaching & Learning – Early intervention
- *Knowledge & ability to recognise pupils (from entry) which require additional help to achieve basic skills.*
- *Not just recognising the above, but also to have the necessary expertise to overcome the difficulties.*
- *By tackling the above at an early stage and overcoming the difficulties it gives the 'where with all' for all pupils to reach a minimum standard to ensure they can tackle the senior school area.*

5. LEADERSHIP AND MANAGEMENT

Sponsors will be expected to:
- show clearly how they will arrange the school staffing and governance required for the September 2014 opening, within a short timescale;
- demonstrate how they will ensure the long term sustainability of the school;
- demonstrate an ambitious vision for the school including high standards for quality and performance and high expectations for every pupil to achieve;
- ensure that the provision offered develops children's personality, talents and abilities to the full, with respect for human rights, for parents and carers, for children's own and other cultures and for the environment;
- work in partnership with wider services such as social care services, health, police and other schools to enable each child to progress and succeed;
- seek to build productive relationships with parents and carers and the wider community, based on trust and evidence, supporting pupils' achievement, behaviour and safety, and their spiritual, moral, social and cultural development;
- ensure that all pupils are safe;
- encourage pupil voice to enrich the curriculum and to generate curiosity and engagement in learning;
- provide an exciting and inspiring broad and balanced curriculum that ensure the learning and development needs of all pupils are addressed effectively;
- define what it is about their particular offer that will be attractive to parents, and what added value the organisation will bring to the school;
- actively promote equality and understanding between different groups of people and communities while tackling prejudice;
- rigorously evaluate the school's strengths and weaknesses and use the findings effectively to ensure good outcomes for each pupil, including those whose circumstances or learning needs may make them more vulnerable;
- use data in a robust and formative way to enhance the progress of all pupils and ensure high levels of attendance, behaviour and engagement;

- create a self-directed and inclusive learning environment;
- ensure capacity for developing and sustaining high outcomes for all pupils through developing leadership capacity and high professional standards among all staff; and
- use performance management effectively and develop and maintain innovation and flexibility to support the work of all staff and governors.

Additionally, the recent community based education workshop identified the following local priorities to be taken into account by potential providers:

Leadership & Management – Governance Arrangements
- *Governance that understands the area. The governors must be drawn from the local community as far as possible.*
- *The provider must allow the school to develop its own identity. It must not be the educational equivalent of 'Tesco', identical to all others run by a multi academy trust.*
- *Link to the existing local schools collaboration - Collaborative Schools Ltd*

Leadership & Management – Parental engagement
- *Supporting new community- emphasis on family learning. Opportunities for families to engage with together (arts, sports etc) to build trust.*
- *Have an active PTA to encourage parents to be involved with the School and have a sense of ownership.*
- *Parents must be part of the governing body.*
- *Encourage parents to be classroom volunteers.*

Leadership & Management – Unique offer
- *A centre of excellence which complements the existing local offer – could be SEN.*

Leadership & Management – Broad & Balanced curriculum
- *Curriculum that matches the needs of the community*
- *Promotes of a love of learning*
- *Curriculum that delivers skills to the children and good results – good basic education that gives them grounding for Secondary School*
- *Complimentary to the other local Schools in the area.*
- *Opportunities for all children with varied abilities.*
- *Children supported to access a range of opportunities – Arts, sports*
- *Engagement with community in which children live- museums etc. visits/ visitors – links/ learning outside classrooms.*
- *Not to sponsor elitism and to try to ensure all pupils attending whichever School have similar facilities & opportunities.*

Leadership & Management – Equality & opportunity
- *Not a selective school*

Leadership & Management – Partnership working
- *Embrace context / aspirations of Collaborative Schools Ltd*
- *Work with other Schools to support & develop together*
- *Working together at strategic level on local objectives*

6. CONTACT DETAILS AND APPLICATION FORM

Proposals should be submitted using the Wiltshire Council Application Form and Specification Document. The Application Form and Specification Document are available from:
Jodie.maslen@wiltshire.gov.uk

Completed Application Forms must be submitted by 6:00pm on Monday 22 April 2013.

Please note that the selection process of a preferred sponsor will include a formal presentation and interview in **May 2013**.

If you would like any further information, or would like to discuss your application in detail, please contact Jodie Maslen:
Email: Jodie.maslen@wiltshire.gov.uk
Telephone: 01225 713769

School Strategic Planning
Schools and Learning
Wiltshire Council
County Hall
Bythesea Road
Trowbridge BA14 8JN

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East Trowbridge New School

-Application form-

March 2013

Wiltshire Council
Where everybody matters

Completing your application

Before completing your application, please ensure that you have read the Specification and Background document prepared by Wiltshire Council for the new school to which your application relates. Please also ensure that you can provide all the information and documentation we have asked for and demonstrate how your application meets the identified requirements – failure to do so may adversely affect consideration of your application.

The application comprises the following sections:

Section A: Applicant details and declaration

Section B: Education Vision, Leadership and Management

Section C: Teaching and Learning

Section D: Evidence of Local Consultation & Support for Partnership Working

Section E: Leadership and Management

Section F: Finance and Implementation

In **Sections A-F** we are asking you to tell us about you and the school you want to establish. The boxes provided in each section will expand as you type.

You need to submit all the information requested in order for your application to be assessed.

If there is any additional information that you wish to submit as part of your application please include it in the annexes section at the end of the application form.

Your completed application can be emailed to: Jodie.maslen@wiltshire.gov.uk

You will also need to submit two hard copies of the application 'Recorded Signed For' post to:

Name:	Jodie Maslen
Address:	Schools and Learning
	School Buildings & Places
	Wiltshire Council
	County Hall
	Bythesea Road
	Trowbridge BA14 8JN

It is essential that the hard copies are identical to the version you email

Application checklist

Checklist: Sections A-F of your applications	
1. You have set out your organisation's/group's status and governance arrangements	☐ Yes ☐ No
2. You have provided information to cover all of the following areas:	
Section A: Applicant details	☐ Yes ☐ No
Section B: Education Vision	☐ Yes ☐ No
Section C: Teaching and Learning	☐ Yes ☐ No
Section D: Evidence of Local Consultation and Support for Partnership Working	☐ Yes ☐ No
Section E: Leadership and Management	☐ Yes ☐ No
Section F: Finance and Implementation	☐ Yes ☐ No
3. This information is provided in A4 format using minimum 11 font size	☐ Yes ☐ No
4. All relevant information relating to Section A-E of your application has been emailed to: nick.glass@wiltshire.gov.uk	☐ Yes ☐ No
5. Two hard copies of the application have been sent by 'recorded signed for' post to:	☐ Yes ☐ No
Jodie Maslen Schools & Learning School Buildings & Places Wiltshire Council County Hall Trowbridge Wiltshire BA14 9JN	

Section A: Applicants

	Details of your organisation/group	
1.	Name: Click here to enter text.	
2.	Address: Click here to enter text.	
3.	Please set out the status of your organisation/group and its governance arrangements Click here to enter text.	
4.	Do you run any existing schools?	☐ Yes ☐ No
5.	If yes, please provide details: Click here to enter text.	

	Existing providers (only)	
6.	Is your organisation an existing independent school wishing to establish a new separate Free School/Academy?	☐ Yes ☐ No
7.	Is your organisation an existing Local Authority maintained school or an Academy wishing to establish a new and separate academy/free school?	☐ Yes ☐ No
8.	Is your organisation an existing Local Authority maintained school or an Academy, please state the age range and current number of pupils on roll and your capacity:	☐ Yes ☐ No
9.	If you are an existing independent of Local Authority maintained school or an Academy, please provide the date of your most recent inspection and a link to the report on the Ofsted or other inspectorate website: Click here to enter text.	
10.	If you are an existing independent or Local Authority maintained school or Academy please provide a link to your performance data for the last three years: Click here to enter text.	
11.	If you are another type of organisation involved in education, e.g. an Academy sponsor or Multi Academy Trust please describe the organisation. Click here to enter text.	

Section B: Education

Please refer to Section 5 of t new primary school specification for guidance on what should be included in this section.
Please ensure you define what it is about your particular offer that will be attractive to parents, and what added value your organisation will bring to the school.

Click here to enter text.

Section C: Teaching and Learning

Please refer to Section 4 of Wiltshire Council's new primary school specification for guidance on what should be included in this section.

Click here to enter text.

Section D: Evidence of Local Consultation, and Support for Partnership working

Please refer to Section 3 of Wiltshire Council's new primary school specification for guidance on what should be included in this section.

Click here to enter text.

Section E: Leadership and Management

Please refer to Section 2, 3 and 5 in Wiltshire Council's new primary school specification for guidance on what should be included in this section.

Click here to enter text.

Section F: Finance and Implementation

In this section, applicants are asked to:

1. Demonstrate their capability and capacity to deliver their proposal to time and budget;
2. Demonstrate how they will achieve value for money
3. Submit an Implementation Plan covering the period from July 2013 through to the end of the first academic year (August 2015).

Click here to enter text.

Annexes

If there is any additional information that you wish to submit as part of your application please include it here.

Click here to enter text.

Signed   Date: Click here to enter a date.

Print Name: Click here to enter text.

Position in Organisation: Click here to enter text.

New Tidworth, North East Quadrant Primary School

-Background information-

Wiltshire Council
Where everybody matters

1. INTRODUCTION

Wiltshire Council has a statutory duty to plan the provision of school places, to ensure that there are sufficient school places in the area, promote high educational standards and ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. The Council manages the rising and declining pupil numbers and creates a diverse community of schools. This document has been prepared to set the scene for a competition for opening a new primary school in Tidworth.

A core ambition of Wiltshire Council is that all children and young people living in Wiltshire are entitled to the highest quality education so that they are able to fulfil their potential. We aim to produce an effective match between pupils and places by providing an infrastructure of high quality school buildings and facilities, where all schools are of an appropriate size and standard to deliver the curriculum most effectively.

2. WILTSHIRE

Wiltshire Council is one of the largest unitary authorities in England and one of the most rural. Wiltshire adjoins the local authorities of Dorset, Somerset, South Gloucestershire, Oxfordshire, West Berkshire, Hampshire, Swindon, Bath and North East Somerset.

Wiltshire is a predominantly rural county. It has a population of 461,500, nearly half of whom live in towns or villages with fewer than 5,000 people. A quarter of the county's inhabitants live in settlements of fewer than 1,000 people.

In the year between July 2008 and June 2009, 81% of Wiltshire's working age population was in employment. This is higher than the employment rate for both the South West (77%) and England 73.4%). The authority's area covers approximately 3,255 square kilometres. The largest settlements in Wiltshire are the historic cathedral city of Salisbury in the south, the county town of Trowbridge in the west, and the market town of Chippenham in the north. The city of Salisbury serves a large surrounding rural area. Trowbridge plays a role as an employment, administration and service centre for the west Wiltshire area, and has good transport links to many nearby settlements. Chippenham has a busy town centre and, in recent decades, an expanding urban area and is a focus for employment and housing growth due to its proximity and good access to the M4 and rail links. It has direct transport links with Swindon, Bath, Bristol and London.

Wiltshire also contains numerous villages and rural settlements reflecting the rural nature of the county. Wiltshire has a considerable variety of school buildings in terms of age and type. The rural nature of the county is reflected by the fact that DfE have determined that 68% of our primary schools are 'rural' with a presumption against their closure.

Major contextual issues

Wiltshire Council faces three specific issues in managing school places:-

1. Significant housing development in parts of the county which are mainly concentrated in urban areas and will lead to a need for more school places or the take up current surplus places.

2. The decline in primary aged children is reaching its trough and will increase significantly in the next few years. Secondary numbers are forecast to decrease slightly over the next few years and then rise again in three to four years time. However, these trends are not consistent across the county and there are considerable geographical differences that need to be planned.

3. It is expected that Wiltshire will need to accommodate significant additional housing, mostly in the urban areas. There is very little new housing planned in rural villages with a decreasing number of families with young children moving into these villages. The geographical distribution of this housing will have a significant impact on school place planning. It is clear that much of this housing will be concentrated in existing urban areas.

Wiltshire Council, the Dioceses of Salisbury, Bristol and Clifton, The Education Funding Agency (EFA) and the governing bodies of schools and academies are all key partners and have important roles in school place planning. With 234 schools and over 69,000 pupils to consider, finding workable strategies for planning school places is demanding and challenging for all concerned.

The School Organisation Plan provides comprehensive information on school place planning in the county and outlines how the Local Authority, in securing the provision of primary, secondary and special education, will also support the promotion of:

- The raising of standards
- Improved outcomes for all pupils
- Diversity of provision
- Increased collaboration between schools
- Greater community cohesion.

3. TIDWORTH PROFILE

The Tidworth Community area includes the Parishes: Collingbourne Ducis, Collingbourne Kingston, Chute, Chute Forest, Enford, Everleigh, Fittleton, Ludgershall, Netheravon, Tidcombe & Fosbury and Tidworth. The Area Board also works closely with Tidworth Community Area Partnership and the MOD.

Education Standards in the Community area:

The results for primary schools in this area are in line with national, LA and statistical neighbour comparators. Five primary schools are included in the analysis with KS2 English and Mathematics level 4 results ranging from 65% to 93%. OfSTED inspections show 60% of schools in the area being judged good or outstanding. This area includes 1 secondary school. The area performance is well below national, LA and statistical neighbour comparators.

4. CURRENT PROVISION

There are four primary schools, one infant and one junior school in the Tidworth area and one secondary school catering for the 11-19 age range. There are no special schools in the area.

Table 1 – Schools in the Tidworth Cluster.

Primary	Status as at September 2012
Castle Primary School, Ludgershall	Foundation
Clarendon Infants School	Foundation
Clarendon Junior School, Tidworth	Foundation
Collingbourne C E Primary School	Voluntary Controlled
All Saints C E Primary School, Netheravon	Voluntary Aided
Zouch Primary School	Foundation
Secondary	
Wellington Academy	Academy

5. FORECAST

Births in Tidworth

The birth rate has steadily increased as shown in the table below. This pattern along with the impact of future troop movements and significant housing development will increase demand for primary school places over the coming 10 years.

Table 2 – Numbers of Births reported by the Health Authority in the Tidworth area.

Birth year	2006-07	2007-08	2008-09	2009-10	2010-11
Number	312	341	331	340	368
Reception year	*2011*	*2012*	*2013*	*2014*	*2015*

Number of Births by Year
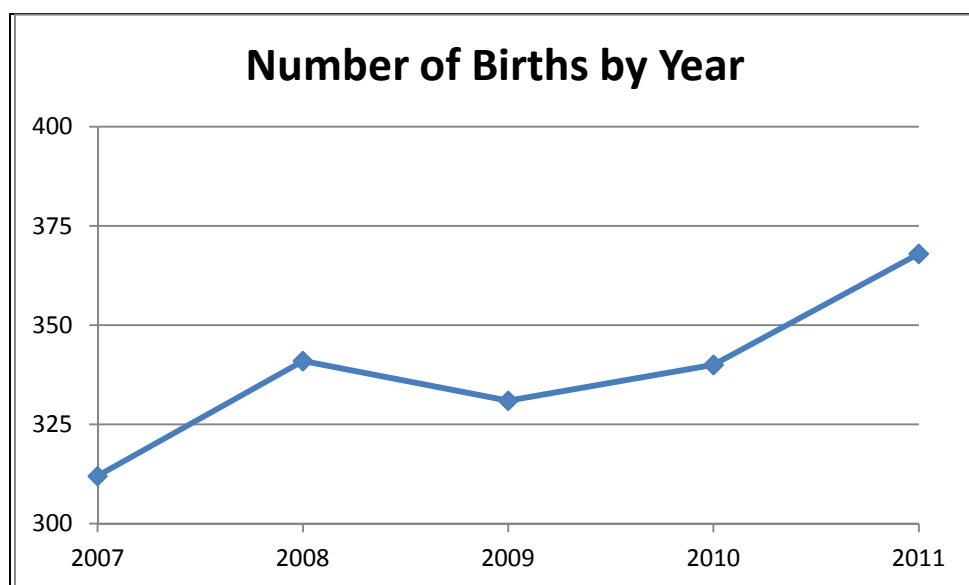
Issues for Future Primary School Provision

Even without the addition of housing there will be particular pressure on reception places in the town schools for the 2014/15 academic year. A 2 class extension to Clarendon Infants School opened in September 2012 which increased the PAN from 90 to 105. From September 2013, a corresponding extension at Clarendon Junior School is due to open, again increasing PAN from 90 to 105 and overall capacity at the Junior School to 315.

The planned new housing development at NEQ will initially require up to a 1.5FE primary school. Initially, the PAN may be held to 30, but will be kept under review and will increase incrementally as housing completes.

The table below shows the anticipated demand for places at the Tidworth town schools.

Year	PAN	Pupils in Year R	Spare Year R Places	% Spare Year R Places	Total Places	Total NOR	Housing Pupil Produc	Surplus Places	% Surplus Places
2009/10	201	110	91	45%	1407	981	0	426	30%
2010/11	201	144	57	28%	1407	1078	0	329	23%
2011/12	201	185	16	8%	1407	1103	0	304	22%
2012/13	216	190	26	12%	1467	1170	0	297	20%
2013/14	216	192	24	11%	1467	1222	42	203	14%
2014/15	216	203	13	6%	1467	1260	84	123	8%
2015/16	216	202	14	6%	1467	1312	126	29	2%
2025/26	*216*	*202*	*14*	*6%*	*1467*	*1312*	*406 (504)*	*-251 (-349)*	*-17% (-24%)*

With the addition of planned new housing there will be an estimated shortfall of up to 349 places by 2025/2026, with the need for a new school from 2014. The precise shortfall will depend on the final mix of dwelling sizes, social

6. PLANNING TO MEET EDUCATION NEED

The School Place Planning Programme has already introduced a number of additional school places into Tidworth through the permanent and temporary expansion of local schools. However, these schools are now at full capacity with limited scope for any further expansion.

A full range of options for providing the places was investigated by the Changing Schools Board. The option of creating a new Primary Academy on the site provided by the developer in Tidworth was identified as a cost effective way of providing permanent places close to where they are needed.

7. FUNDING

The capital cost of developing the school building and site will be funded by the developer under a Section 106 agreement.

As the new school will be an Academy, the successful sponsor will need to enter into a revenue funding agreement with the Secretary of State for Education.

8. PROCESS OF ESTABLISHING A NEW SCHOOL

The Education Act (2011) states that when a Local Authority identifies the need for a new school, that this school should be promoted as either an Academy or a Free School. The Local Authority is required to invite proposals to this effect and to specify a date for academy / free school proposals to be received.

After that date, the Local Authority should forward all proposals received to the Secretary of State outlining the steps taken to secure the proposals together with the details of any academy / free school proposals received, or, if no proposals have been received.

Potential sponsors of the new school will be expected to present their proposals at a meeting with Councillors (Members), Headteachers and Local Authority officers and attend an interview to discuss their proposals in more detail.

Following detailed consideration of all of the information available to them, the Members and officers concerned will reach a view on which, if any, of the applications received they would prefer to see implemented. A report on the

conclusions reached will then be presented to the next available meeting of the Council's Cabinet (its decision-making body).

It is important to note that whilst the Local Authority is able to state a preference in respect of which application it would wish to see implemented, it is the Secretary of State for Education who will make the final decision and select the successful sponsor.

If none of the proposals are acceptable to the Secretary of State for Education, then the Local Authority will embark on a school competition process based on the guidelines to establish a new maintained mainstream school as set out in section 7 (1) of the Education and Inspections Act 2006.

Key milestones for establishing the new primary school for Tidworth are set out below:

Stage 1 – Consultation:
January 2013 Consultation with community and relevant Area Board

Stage 2 – Invitation for Proposals:
March 2013 Advertise to prospective bidders
April 2013 Deadline for receipt of proposals

Stage 3 – Assessment:
April 2013 Assessment and shortlisting of proposals begins
May 2013 Assessment Panel Interviews and presentations
June/ July 2013 Wiltshire Council Cabinet confirms its preferred sponsor

Stage 4 – Decision by Secretary of State:
July 2013 There is no specified timescale for this part of the process but it is estimated at 2 weeks.
July 2013 Once advised of the outcome of the Secretary of State's consideration of the applications, the Local Authority will publicise this information on its website and via other media / communication channels and begin the process of working with the successful sponsor to establish the new primary school.

9. FURTHER DETAILS AND APPLICATION FORM

Proposals should be submitted using the Wiltshire Council Application Form and Specification Document. The Application Form and Specification Document are available from

jodie.maslen@wiltshire.gov.uk

Completed Application Forms must be submitted by 22 April 2013

Please note that the selection process of a preferred sponsor will include a formal presentation to interested stakeholders in **May 2013** and an interview by a panel in **July 2013.**

If you would like any further information, or would like to discuss your application in detail, in the first instance please contact:
Email: jodie.maslen@wiltshire.gov.uk

Telephone: 01225 713769

Tidworth NEQ
New Primary School

-School Specification-

Wiltshire Council
Where everybody matters

1. BACKGROUND

This document is designed to outline to potential sponsors of a new Primary Academy in Tidworth - both the technical details of the new Academy and what Wiltshire Council desire of a sponsor in terms of education provision. This document should form the basis of applications from potential sponsors.

Wiltshire Council has identified the need for a new 1.5 Form Entry (FE) primary school at Tidworth North East Quadrant from September 2014.

Tidworth Community Area (TCA) is the fifth smallest in Wiltshire by population (over 16,000 in 2004) and the eighth smallest by area (12,267 hectares). More than 85% of the population live in the two main settlements of Tidworth and Ludgershall. The Ministry of Defence (MoD) has selected Tidworth as one of its new "super garrisons" and as a result the garrison will grow over the next five years or so by some 2,300 military personnel, which, together with their dependants, will result in an increase in the population of Tidworth by some further 3,500 people. The Index of Multiple Deprivation 2004, shows that the Area's highest level of deprivation is in respect of education, skills and learning and its lowest level of deprivation is in respect of crime.

The new school will not replace any existing schools. The Wiltshire Core Strategy proposes a further 1600 dwellings in the Tidworth community area. Council forecasts show increasing pressure on reception places in the town schools in future academic years. With the addition of planned new housing there will be a shortfall of up to 350 places by 2025/2026 which is likely to be served by this new school, as well as by existing schools with additional accommodation where necessary. The precise shortfall will depend on the final mix of dwelling sizes, social housing & windfall sites actually built.

A new 1.5 FE primary school in NEQ Tidworth is required for September 2014. The new primary school will be based on a site in the new housing development. With further growth in mind, the school has been designed to be extendable to 2FE. Therefore, planning has been obtained for a 420 place school which can be built out in a number of phases. A nursery has been included within the 2FE design but will not be included as part of the initial 1.5FE school as funding was not available to support it.

Wiltshire Council is committed to working with all state funded schools in the county, including Academies and Free Schools. The Council will work closely with the appointed sponsor involving statutory requirements for setting up the new Academy and continuing opportunities for involvement in strategic issues related to education in the town.

2. DETAILS OF THE NEW SCHOOL

The school site will be in Tidworth, North East Quadrant.

Area/community to be served: It is anticipated that the school will primarily serve the new housing development detailed above.

Age Range: The school will cater for pupils between the ages of 4 and 11. The Authority's policy is to admit children into the Reception Year in the September following their fourth birthday.

Gender: Mixed

Opening date: 1 September 2014, for 30 children in every year group (reception – Y6), progressively increasing to 45 as housing is completed by the developer and occupied. With further scope to extend to 2FE (60 children)

Admissions: The school will initially be a 315 place school, offering 30 places in Reception each year and the accommodation will be provided to enable this. See Table A.

Table A – Proposed admission number for new primary school

	Sep 2014	Sep 2015	Sep 2016	Sep 2017
Reception	30	40	45	45
Year 1	30	40	45	45
Year 2	30	40	45	45
Year 3	30	40	45	45
Year 4	30	40	45	45
Year 5	30	40	45	45
Year 6	30	40	45	45
Total	**210**	**280**	**315**	**315**

The sponsor will be required to abide by the Codes of Practice on Admissions and Admissions Appeals and participate in the Authority's co-ordinated scheme for admissions and In Year Fair Access Protocol.

For September 2014 applications it may be necessary to provide parents with the opportunity to apply outside of the co-ordinated admissions scheme as agreed between the schools and the Local Authority. This is because the school governance may not be far enough advanced as a recognised education establishment. Therefore, potential applicants may not be able to apply under the normal application process.

If this situation arises, the Admissions Service in Wiltshire will make available a separate application form for the purposes of applying solely for the new school. Parents who apply on the separate form will also have the opportunity to apply under the normal application process and name three other schools as part of the co-ordinated admissions scheme.

All proposals should ensure they take account of the need to serve the local community and reflect the need for community cohesion. The determined admissions criteria must work in conjunction with the criteria in operation for other schools in the area.

Childcare: In order to provide sufficient childcare for working parents, out of hours provision, such as breakfast and after school clubs, is a key priority for Wiltshire Council. There will not be dedicated accommodation provided for these facilities, it would be anticipated that the sponsor provides these within the main school building.

Provision for Special Educational Needs: The school will be expected to make appropriate educational provision for all learners for whom a mainstream placement is considered appropriate. This will include ensuring an inclusive learning

environment in which all pupils, including those with special or additional educational needs and those with disabilities are supported and enabled to make maximum progress. This will include adherence to the statutory SEN framework, having due regard to the Code of Practice. The school will be expected to ensure timely identification and assessment of needs, appropriate intervention and the efficient monitoring of the progress of pupils with identified special or additional needs. In meeting such needs the school will be expected to engage with parents / carers and work in partnership with them in the best interests of the progress of all learners.

Home to School Transport: The school will be accessible through walking and cycling from the community it serves, and is close to major bus routes. A Traffic Impact Assessment will be carried out by the Council as part of the planning process for the build project. The appointed sponsor will then be required to develop a school travel plan.

Capital Funding Arrangements: As the new school is needed specifically to meet the needs of the pupils arising from the new housing development, the design and build costs will be met by the developer.

School Building: In order to meet the opening date of September 2014, the school design and build process is already underway. The sponsor will not, therefore, have the opportunity for any involvement in the design of the school building. The new building will meet all current guidelines and will be of sufficient size for a 315 place school.

3. PARTNERSHIP WORKING AND COLLABORATION

A key component of selection will be the sponsor's willingness and ability to engage with the local community in order to attract parents and children to the school, and to help ensure high aspirations and outcomes for all children in the area.

The sponsor would be expected to work closely with community groups and to make the school facilities such as the playing field and the school hall available out of school hours for community activities. It would also be expected that the sponsor connects with other local schools, and makes an active contribution to school-to-school.

At a recent workshop for the community and local schools they produced the following profile and key characteristics for providers to consider.

Tidworth's context is influenced, but not defined by the Military. There is a flourishing civilian population as well a high proportion of military families. As military service ends after 22 years (aged 40) the demographic of the town is skewed towards young families who are potentially more vulnerable as they have relocated away from their home towns. There is a general pattern that children join school with lower expectations and poor parental engagement. A recent NHS survey shows 54% of parents are on their own for long periods & 55% feel isolated. SEN is high in area. As a garrison town there is a significant transient population. However, the MOD is implementing a policy that should allow units to be in Tidworth for 8-10 year tours rather than the current 2-3 years.

The education community in Tidworth is strong, with supportive links with Tidworth Town Council & Wiltshire council. Services for 0-19 year olds are working well jointly. Schools also

work together, sharing training and meetings, and primary schools work closely with Wellington Academy to ensure smooth transition for pupils in year 5 & 6 in particular. There are also good links with the garrison commanders.

It is hoped that the new school at NEQ will act as a focus for the new community. The new housing is seen as an opportunity to re-balance the community between military and civilian, encouraging further cultural and commercial investment, enabling Tidworth to be seen as more than a Garrison town. The community hopes the new school will work alongside current cluster heads (6 primary phase Schools & Academy) and will contribute to and build on existing extended services and education networking.

4. TEACHING AND LEARNING

Sponsors will be expected to demonstrate their ability to:

- ensure that teaching and learning, including the management of behaviour, is outstanding;
- effectively monitor and evaluate the quality of teaching and other support provided for pupils with a range of aptitudes and needs, including pupils with a disability or those with special educational needs, so that all pupils have high levels of achievement;
- ensure good progression in skills in reading, writing, communication and mathematics with the effective application of these skills across the curriculum;
- provide successful preventative and early intervention strategies to minimise any gap in outcomes for children whose circumstances or learning needs make them more vulnerable, including taking a holistic approach including supporting parents and families;
- ensure high aspirations and expectations from all staff so that planning and teaching is successful in extending the knowledge, skills and understanding across a broad range of subjects and areas of learning;
- create a learning environment within the school, promoting challenging tasks that are well matched to pupils' learning needs and successfully engage all pupils in their learning;
- ensure pupils understand how to improve their learning as a result of frequent, detailed and accurate feedback from teachers following assessment of their learning;
- build on learning through play and active enquiry within an enabling environment;
- enable pupils to develop skills such as resilience, teamwork and learning for themselves, including setting appropriate homework that reinforces the learning partnership between home and school;
- make effective use of assessment for learning, as well as assessment of learning, so that teachers' monitoring of learning during lessons responds to pupils' feedback and makes adjustments to planning where necessary to maximise the pace and depth of learning;
- ensure pupils know how to improve their learning as a result of frequent and accurate feedback and through questioning and dialogue;
- make appropriate and effective use of Information and Communication Technology [ICT] to support and enable learning, the monitoring of progress and the planning of provision, also communication within the school community; and
- introduce successful innovations in teaching and share these across the school and with other schools.

Additionally, the recent community based education workshop identified the following local priorities to be taken into account by potential providers:

- *Ensure that the more able children are able to reach their full potential*
- *All – means all, no cherry picking more able children.*
- *Head to encourage and enable teaching staff to understand pupils abilities and what is required to encourage them.*

Teaching & learning – Early intervention

- *Closing the attainment group, deprivation, boy/girl differences*
- *Supporting young mums (under 25 yrs) who struggle with isolation and dependency.*

5. LEADERSHIP AND MANAGEMENT

Sponsors will be expected to:

- show clearly how they will arrange the school staffing and governance required for the September 2014 opening, within a short timescale;
- demonstrate how they will ensure the long term sustainability of the school;
- demonstrate an ambitious vision for the school including high standards for quality and performance and high expectations for every pupil to achieve;
- ensure that the provision offered develops children's personality, talents and abilities to the full, with respect for human rights, for parents and carers, for children's own and other cultures and for the environment;
- work in partnership with wider services such as social care services, health, police and other schools to enable each child to progress and succeed;
- seek to build productive relationships with parents and carers and the wider community, based on trust and evidence, supporting pupils' achievement, behaviour and safety, and their spiritual, moral, social and cultural development;
- ensure that all pupils are safe;
- encourage pupil voice to enrich the curriculum and to generate curiosity and engagement in learning;
- provide an exciting and inspiring broad and balanced curriculum that ensure the learning and development needs of all pupils are addressed effectively;
- define what it is about their particular offer that will be attractive to parents, and what added value the organisation will bring to the school;
- actively promote equality and understanding between different groups of people and communities while tackling prejudice;
- rigorously evaluate the school's strengths and weaknesses and use the findings effectively to ensure good outcomes for each pupil, including those whose circumstances or learning needs may make them more vulnerable;
- use data in a robust and formative way to enhance the progress of all pupils and ensure high levels of attendance, behaviour and engagement;
- create a self-directed and inclusive learning environment;
- ensure capacity for developing and sustaining high outcomes for all pupils through developing leadership capacity and high professional standards among all staff; and
- use performance management effectively and develop and maintain innovation and flexibility to support the work of all staff and governors.

Additionally, the recent community based education workshop identified the following local priorities to be taken into account by potential providers:

Leadership & Management – Vision

- *Recognising the impact of the community, helping to promote resilience in response to the social and emotional needs of younger children and their mothers.*

Leadership & Management – Equality of opportunity
- *Inclusivity of diverse civilian, military & ethnic community*
- *High level of children with additional needs both emotionally & educationally.*
- *English as a second Language.*

Leadership & Management – Parental engagement
- *Requirement for Parent Support, difficulty in engaging parents - particularly to re-engage parents who perhaps do not have a positive personal experience of education.*

Leadership & Management – Governance arrangements
- *Challenging to recruit and retain governors both civilian & military - but local representation & military representation in governing body is important.*
- *Overall, governance should be outward looking & not insular.*

Leadership & Management – Partnership working

- *School staff should be aware of the particular issues & culture in garrison towns and therefore relate to children's everyday experience.*
- *Interaction with community needs to be more didactic to reflect the local community view, which people often expect to be told what to do.*

6. CONTACT DETAILS AND APPLICATION FORM

Proposals should be submitted using the Wiltshire Council Application Form and Specification Document. The Application Form and Specification Document are available from Jodie.Maslen@wiltshire.gov.uk

Completed Application Forms must be submitted by 22 April 2013.

Please note that the selection process of a preferred sponsor will include a formal presentation and interview in **May 2013**.

If you would like any further information, or would like to discuss your application in detail, please contact in the first instance
Email: Jodie.maslen@wiltshire.gov.uk
Telephone: 01225 713769

Or write to – Jodie Maslen, Premises Officer (Buildings)
School Strategic Planning
Schools and Learning
Wiltshire Council
County Hall
Bythesea Road
Trowbridge BA14 8JN

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Tidworth (NEQ)
New School

-Application form-

March 2013

Wiltshire Council
Where everybody matters

Completing your application

Before completing your application, please ensure that you have read the Specification and Background document prepared by Wiltshire Council for the new school to which your application relates. Please also ensure that you can provide all the information and documentation we have asked for and demonstrate how your application meets the identified requirements – failure to do so may adversely affect consideration of your application.

The application comprises the following sections:

Section A: Applicant details and declaration

Section B: Education Vision, Leadership and Management

Section C: Teaching and Learning

Section D: Evidence of Local Consultation & Support for Partnership Working

Section E: Leadership and Management

Section F: Finance and Implementation

In **Sections A-F** we are asking you to tell us about you and the school you want to establish. The boxes provided in each section will expand as you type.

You need to submit all the information requested in order for your application to be assessed.

If there is any additional information that you wish to submit as part of your application please include it in the annexes section at the end of the application form.

Your completed application can be emailed to: Jodie.maslen@wiltshire.gov.uk

You will also need to submit two hard copies of the application 'Recorded Signed For' post to:

Name:	Jodie Maslen
Address:	Schools and Learning
	School Buildings & Places
	Wiltshire Council
	County Hall
	Bythesea Road
	Trowbridge BA14 8JN

It is essential that the hard copies are identical to the version you email

Application checklist

Checklist: Sections A-F of your applications		
1. You have set out your organisation's/group's status and governance arrangements **2.** You have provided information to cover all of the following areas:	☐ Yes	☐ No
Section A: Applicant details	☐ Yes	☐ No
Section B: Education Vision	☐ Yes	☐ No
Section C: Teaching and Learning	☐ Yes	☐ No
Section D: Evidence of Local Consultation and Support for Partnership Working	☐ Yes	☐ No
Section E: Leadership and Management	☐ Yes	☐ No
Section F: Finance and Implementation	☐ Yes	☐ No
3. This information is provided in A4 format using minimum 11 font size	☐ Yes	☐ No
4. All relevant information relating to Section A-E of your application has been emailed to: nick.glass@wiltshire.gov.uk	☐ Yes	☐ No
5. Two hard copies of the application have been sent by 'recorded signed for' post to: Jodie Maslen Schools & Learning School Buildings & Places Wiltshire Council County Hall Trowbridge Wiltshire BA14 9JN	☐ Yes	☐ No

Section A: Applicants

	Details of your organisation/group
1.	Name: Click here to enter text.
2.	Address: Click here to enter text.
3.	Please set out the status of your organisation/group and its governance arrangements Click here to enter text.

4.	Do you run any existing schools?	☐ Yes ☐ No
5.	If yes, please provide details: Click here to enter text.	

	Existing providers (only)	
6.	Is your organisation an existing independent school wishing to establish a new separate Free School/Academy?	☐ Yes ☐ No
7.	Is your organisation an existing Local Authority maintained school or an Academy wishing to establish a new and separate academy/free school?	☐ Yes ☐ No
8.	Is your organisation an existing Local Authority maintained school or an Academy, please state the age range and current number of pupils on roll and your capacity:	☐ Yes ☐ No
9.	If you are an existing independent of Local Authority maintained school or an Academy, please provide the date of your most recent inspection and a link to the report on the Ofsted or other inspectorate website: Click here to enter text.	
10.	If you are an existing independent or Local Authority maintained school or Academy please provide a link to your performance data for the last three years: Click here to enter text.	
11.	If you are another type of organisation involved in education, e.g. an Academy sponsor or Multi Academy Trust please describe the organisation. Click here to enter text.	

Section B: Education

Please refer to Section 5 of t new primary school specification for guidance on what should be included in this section.
Please ensure you define what it is about your particular offer that will be attractive to parents, and what added value your organisation will bring to the school.

Click here to enter text.

Section C: Teaching and Learning

Please refer to Section 4 of Wiltshire Council's new primary school specification for guidance on what should be included in this section.

Click here to enter text.

Section D: Evidence of Local Consultation, and Support for Partnership working

Please refer to Section 3 of Wiltshire Council's new primary school specification for guidance on what should be included in this section.

Click here to enter text.

Section E: Leadership and Management

Please refer to Section 2, 3 and 5 in Wiltshire Council's new primary school specification for guidance on what should be included in this section.

Click here to enter text.

Section F: Finance and Implementation

In this section, applicants are asked to:

1. Demonstrate their capability and capacity to deliver their proposal to time and budget;
2. Demonstrate how they will achieve value for money
3. Submit an Implementation Plan covering the period from July 2013 through to the end of the first academic year (August 2015).

Click here to enter text.

Annexes

If there is any additional information that you wish to submit as part of your application please include it here.

Click here to enter text.

Signed   Date: Click here to enter a date.

Print Name: Click here to enter text.

Position in Organisation: Click here to enter text.

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