

AGENDA

Meeting: Overview and Scrutiny Management Committee

Place: Kennet Room - County Hall, Bythesea Road, Trowbridge, BA14 8JN

Date: Thursday 12 September 2024

Time: 10.30 am

Please direct any enquiries on this Agenda to Ben Fielding - Senior Democratic Services Officer of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718656 or email benjamin.fielding@wiltshire.gov.uk

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

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

Membership

Cllr Graham Wright (Chairman)

Cllr Christopher Williams (Vice-Chairman)

Cllr Gavin Grant

Cllr Ruth Hopkinson

Cllr Jon Hubbard

Cllr Tony Jackson

Cllr Johnny Kidney

Cllr Gordon King

Cllr Jerry Kunkler

Cllr Robert MacNaughton

Cllr Tony Pickernell

Cllr Pip Ridout

Cllr Tom Rounds

Cllr Jonathon Seed

Cllr Jo Trigg

Substitutes:

Cllr Steve Bucknell

Cllr Clare Cape

Cllr Ernie Clark

Cllr Brian Dalton

Cllr Jacqui Lay

Cllr Dr Nick Murry

Cllr Ian Thorn

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Public Participation

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

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

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AGENDA

Suggested Scrutiny Questions - Procedural Document *(Pages 7 - 8)*

1 **Apologies**

To receive details of any apologies or substitutions for the meeting.

2 **Minutes of the Previous Meeting** *(Pages 9 - 18)*

To approve and sign the minutes of the meeting held on 23 July 2024.

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

To receive any announcements through the Chair.

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

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

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution.

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on **Thursday 5 September** in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm on **Monday 9 September**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

6 **Wiltshire Community Safety Partnership (WCSP)** *(Pages 19 - 36)*

To receive an overview of the work of the Wiltshire Community Safety Partnership (WCSP), fulfilling the Committee's responsibilities under the Police and Criminal Justice Act 2006.

- 7 **Wiltshire Council Annual Complaints Report 2023-24** *(Pages 37 - 78)*
- To review the council’s complaints activity and response performance for 2023-24.
- 8 **Final Report of the Stone Circle Governance Task Group** *(Pages 79 - 88)*
- To present the findings and recommendations of the task group for endorsement and referral to the Cabinet Member for response.
- 9 **Performance and Risk Report 2024/25 Quarter One** *(Pages 89 - 114)*
- To review the Quarterly report to Cabinet on the scorecard and the strategic risk summary. To be considered by Cabinet on 17 September 2024.
- 10 **Financial Year 2024/25 - Quarter One Revenue Budget Monitoring**
- To review the Quarter One budget monitoring forecast for revenue for the financial year 2024/25. To be considered by Cabinet on 17 September 2024.
- Please note that this report will follow as a later supplement.
- 11 **Financial Year 2024/25 - Quarter One Capital Budget Monitoring**
- To review the Quarter One budget monitoring forecast for capital for the financial year 2024/25. To be considered by Cabinet on 17 September 2024.
- Please note that this report will follow as a later supplement.
- 12 **Management Committee Task Groups** *(Pages 115 - 122)*
- To receive updates on recent activity on the following Task Groups:
- Financial Planning Task Group
 - Evolve Programme Task Group
 - Stone Circle Task Group
 - Transformation Task Group
- 13 **Forward Work Programme** *(Pages 123 - 154)*
- To receive updates from the Chairmen and Vice-Chairmen of the Select Committees in respect of the topics under scrutiny in their areas, including any recommendations for endorsement by the Management Committee.
- 14 **Date of Next Meeting**
- To confirm the date of the next meeting as 27 November 2024.
- 15 **Urgent Items**
- Any other items of business which the Chairman agrees to consider as a matter of urgency.

Suggested Scrutiny Questions

Below are some sample questions for scrutineers to use as a reference and adapt according to the issue or proposal under scrutiny.

Area of Enquiry	Questions
Customers	<ul style="list-style-type: none"> • Who will benefit? • Is there a breakdown of those eligible for the service? • Has the impact on different groups been considered? • How has customer experience informed the proposal? • How can service users give feedback or get involved in designing or reviewing the service?
Purpose	<ul style="list-style-type: none"> • What evidence of need is there for the actions proposed? • How has the need been identified?
Link with wider objectives	<ul style="list-style-type: none"> • How does the proposal support the delivery of the council's Business Plan or other strategies?
Resources	<ul style="list-style-type: none"> • What assurances can you give that the proposal can be delivered on time / within budget? • Is there a clear action plan for delivery? • What resources are in place to meet the identified need?
Workforce	<ul style="list-style-type: none"> • What staff development will be needed and how will this be achieved? • How will the staff be recruited and retained?
Performance	<ul style="list-style-type: none"> • What system is in place to monitor performance? • What are the key performance indicators (KPIs)? • How will KPIs be used to inform planning and decision-making? • To what extent is the service meeting the needs of Wiltshire residents? • Is performance improving or dipping? • Do we measure our performance against comparator councils?
Impact	<ul style="list-style-type: none"> • What are the expected outcomes of the proposal? • What would success or failure look like?

Area of Enquiry	Questions
	<ul style="list-style-type: none"> • How will you measure the difference the service/change will make? <p>NB. How will the select committee monitor the proposals' success, and when?</p>
Risk Management	<ul style="list-style-type: none"> • What are the key risks and what actions will mitigate/reduce these risks? • Is there a framework in place for managing the risks? • At what point would the risk be unmanageable? Is there an exit strategy?
Efficiency	<ul style="list-style-type: none"> • How will efficiency be measured? • How will processes be reviewed and improvements identified?
Compliance	<ul style="list-style-type: none"> • How will you ensure compliance with regulatory standards? • Do the service standards meet external standards?
Public awareness	<ul style="list-style-type: none"> • How will you raise awareness of the service/changes proposed?
Benchmarking	<ul style="list-style-type: none"> • How well does the council perform compared to comparator authorities? • How well do service users do in comparison to those in other areas?

Overview and Scrutiny Management Committee

MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 23 JULY 2024 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Graham Wright (Chairman), Cllr Christopher Williams (Vice-Chairman),
Cllr Gavin Grant, Cllr Ruth Hopkinson, Cllr Johnny Kidney, Cllr Gordon King,
Cllr Jerry Kunkler, Cllr Robert MacNaughton, Cllr Tony Pickernell, Cllr Pip Ridout,
Cllr Tom Rounds, Cllr Jonathon Seed, Cllr Jo Trigg, Cllr Clare Cape (Substitute) and
Cllr Jacqui Lay (Substitute)

Also Present:

Cllr Nick Botterill

36 Apologies

Apologies for absence were received from Councillors Jon Hubbard, Gordon King and Tony Jackson.

Councillor Tony Jackson had arranged for Councillor Jacqui Lay to attend the meeting in his absence.

Councillor Gordon King noted that he would be substituted at a later point in the meeting for Councillor Clare Cape.

37 Minutes of the Previous Meeting

The minutes of the meeting held on 29 May 2024 were presented for consideration, it was;

Resolved:

To approve and sign as a true and correct record of the minutes of the meeting held on 29 May 2024.

38 Declarations of Interest

There were no declarations of interest.

39 Chairman's Announcements

The Chairman announced that there had been a premeeting with officers relating to Scrutiny and that a lot of good ideas had been suggested. Consequently, a series of meetings would take place with Select Committee Chairmen and officers to discuss the ideas.

40 **Public Participation**

There were no questions or statements submitted by members of the public.

41 **Financial Year 2023/24 - Outturn Revenue Budget Monitoring**

The Chairman noted that on page 19 of the agenda pack was a report setting out the year end revenue position for the Council as of 31 March 2024 for the financial year 2023-24. The report provided detail of the final position for services and details of variances against budgets following the quarter three budget monitoring reported to Cabinet on 6 February 2024. The report was considered by Financial Planning on 9th July and Cabinet on 15th July.

Cllr Nick Botterill, Cabinet Member for Finance, Development Management and Strategic Planning stated that in the previous year the Council had underspent by £14.371million. It was outlined that in Quarter 3 there had been a proposal for £8.66million to be moved to the High Needs Reserves Block, which had been a one-off payment and had left therefore left a net underspend of £5.7million or 1.2% of the net budget.

Regarding savings, out of an ambitious target of £26million, 90% of the proposed savings had been made, which was a great example of the control of accounts and spending achieved by officers.

Clarity was provided that the £5.7million underspend would be redirected to other pressing priorities, the biggest of which being Highways. Therefore, the £5.7million of underspend would be added to another £5million, meaning that an extra additional £10.7million spend on Highways had been committed, with £10million already allocated in the last year, therefore taking the total funding up to £20.7million, which represented a 50% total increase in spend. It was stated that though roads would be disrupted from works, this was necessary to bring the roads back into an acceptable condition.

Cllr Pip Ridout, Chairman of the Financial Planning Task Group endorsed the report and placed emphasis on the need for individual members to challenge the report and to conduct scrutiny.

The following comments were received by Select Committee Chairmen of the Committee with clarity sought regarding whether there was concern regarding the significant overspend in adult social care. The officer agreed that adult social care was an area for concern as small changes could lead to significant impacts. The officer outlined there was a real need to understand each element of the under and overspends to ensure that the correct assumptions were included in the budget setting process in the future. It was also suggested that some of the underspends had been produced through non-delivery and there was a need to understand such aspects.

The following comments were received by Members of the Committee with clarity provided that the Council was still on track to open properties in early

2025 to support young people over 18-years old and that a matching process had started to ensure that the children were identified and appropriate for the homes they would be moved into. Regarding the challenge of recruitment of foster carers, it was detailed that this was a challenge nationally and that in Wiltshire the number in care was lower than the national average, therefore meaning for less of a demand. Furthermore, in Wiltshire there was high occupancy rates in services, which was positive. It was outlined that there was a challenge with recruitment and that meetings took place to discuss the issue as well as the plans and strategies in place. It was also questioned what Councillors could do to increase the number of foster carers, with feedback welcomed to be sent to Jen Salter, Director Families and Children.

A discussion took place regarding what was meant by “High calibre agency staff”, to which it was noted that not all agency staff available were of “high calibre” and that Wiltshire would not have an approach of taking on agency staff unless they were able to meet the Council’s expectations and were able to deliver practice. Detail was also provided by the S.151 Officer as to how an increase in national living wage might affect the budget and how there was a need to monitor this to ensure that the spinal column points in place maintained differing roles, responsibilities and rewards.

The recruitment difficulties experienced by services that resulted in projected underspends for School Effectiveness, Targeted and SEND and Inclusion service areas was discussed with assurance provided that the Council was back on track with its recruitment. Also, that generally in terms of recruitment, appropriate pay rates would be considered by the leadership team and whether market supplements would be needed. It was also outlined the high needs sustainability plan had additional capacity built in with it acknowledged that the Council wasn’t doing as well as it could be in this space.

Clarity was sought regarding stretch income targets for car parking and that the achieved reported income was because of usage metrics and contributed to a wider improving picture on usage statistics. In addition, it was confirmed that the underspend relating to Area Boards was because of the underspend in grant funding, which was a result of the robust processes which had been put in place to target the spending of Area Boards based on outcomes.

It was questioned whether the underspend of the early years block related to capacity or nursery practices not wanting to support take up, to which it was noted that generally early years take up in Wiltshire had been positive over the past years with a continual rise. It was agreed that officers would go away to source an in-depth answer as to why the gap had shifted.

It was raised that though the report was positive, whether there were any risks that the Council was exposed to, and that the Committee should be aware of to which it was outlined that the high needs block was the largest risk, however this was not of the Council’s making and that there was a need for Safety Valve to work to mitigate this. The Council had been successful to date due to how it had correctly anticipated risks as well as the preventative measures and practices that had been delivered for a successful outcome. It was stressed that

the Council could not afford to be complacent with its positive position and that the oversight of metrics would enable the Council to deal with any issues which might occur as well as the general fund reserves and not being heavily indebted. It was stressed that though the Council had a strong balance sheet, reserves could only be used once and could not be replicated should multiple issues occur.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

- 1. The general fund revenue budget outturn position for the financial year 2023/24;**
- 2. The Dedicated Schools revenue budget outturn position for the financial year 2023/24;**
- 3. The Housing Revenue Account outturn position for the financial year 2023/24;**
- 4. The contributions to and from earmarked reserves as planned and detailed in Appendix B;**
- 5. The final year end position of savings delivery.**

Cllr Gordon King left the meeting at the conclusion of this agenda item at 11.30am and was substituted by Cllr Clare Cape.

42 **Year End Capital Investment Programme Financial Outturn Position 2023/24**

The Chairman noted that on page 57 of the agenda pack was a report setting out the year end position of the Capital Programme for the council for the financial year 2023/24. The report included the movements from the original budget, final scheme slippage and how the programme has been funded. The report provided an update on the significant programmes that had been delivered and those that had been reprogrammed into future years. The report was considered by Financial Planning on 9th July and Cabinet on 15th July.

Cllr Nick Botterill, Cabinet Member for Finance, Development Management and Strategic Planning outlined that in the previous year £163million had been spent on capital projects, which was £30million more than the previous years. This had previously presented a challenge of starting with a large capital programme and only spending a small percentage of the budget. It was stated that this had not been the case this year with demonstrable progress made in the ability to forecast and then spend and that though some projects had been moved to the subsequent year, some projects had also been brought forward.

It was outlined that 82% of the overall projected spend had been spent, with such areas as Housing Revenue spending 93% of its original projected spend as well as People spending 94%. It was also noted that no additional borrowing or debt had been taken out within the last year with a lot of projects not

requiring net resource to be put in. Furthermore, it was outlined that a lot of the projects proposed would save revenue in the future.

Cllr Pip Ridout, Chairman of the Financial Planning Task Group raised that on 10 September a training session would take place for all Committee Members, if not all Councillors regarding HRA. Additionally, it was stated that the capital programme had been refined and adapted to provide the best possible reports and that it was positive that no borrowing had taken place given the current costs.

The following comments were received by Members of the Committee including a discussion on the use of internal borrowing and the costs involved when going to market to borrow. The importance of conducting medium to long term assessments on cash balances was noted, with there being many interlinking features between capital investment and treasury management. The importance of profiling was stressed when making decisions and how there was a desire not to borrow early and incur costs.

Regarding Ageing and Living Well, it was questioned why £0.601million had been moved to future years, with clarity provided that the Council had received a Disabled Facilities Grant from government to aid adaptations to homes and that there had been an underspend due to the identification of areas and people who would benefit from the work. The balance had been accrued to make sure that it could be used to ensure the best outcomes with the Council pushing boundaries to ensure that the maximum benefit was achieved.

Detail was sought regarding the Council House Build programme, with 44 out of the 77 planned homes completed in 2023/24, therefore posing the question whether this was indicative of the level of delivery. Clarity was provided that this contributed to the wider housing acquisition taking place and that there was an ambition for 1,000 homes to be acquired. Regarding the House Build programme, it was noted that due to the modern methods of construction there had been complexity, therefore meaning that construction had not been to the pace of delivery desired. It was outlined that there was a desire to have sufficient housing stock, predominantly in the south and that officers were considering how this could be expanded across the county at a staged process to manage revenue cost; for example, purchasing homes on block from developers.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

- 1. To note the capital programme end of year spend position of £163.421m for financial year 2023/24.**

The Chairman noted that on page 109 of the agenda pack was the Annual Outturn Report reviewing the council's Treasury Management activities for the year. The report was considered by Financial Planning on 9th July and Cabinet on 15th July. The report would be considered by Full Council on the next meeting set to take place on 24 July 2024.

Cllr Nick Botterill, Cabinet Member for Finance, Development Management and Strategic Planning stated that the Council was making money work in the most effective way and drew attention to the balance between internal and external borrowings which provided for capacity in areas within the balance sheet and revenue areas. Emphasis was also placed on the importance of having good treasury management, with it suggested that Wiltshire Council had got this right.

The following comments were received by Members of the Committee, with a discussion taking place on the change of interest rates, with it outlined that at some stage the Council would need to borrow, and that it would be important to forecast and borrow at a time when interest rates had sufficiently fallen. It was outlined that the optimal time to borrow would have to be calculated. Assurance was provided that the finance team in place had great understanding of treasury management as well as when to borrow.

Clarity was provided regarding the "Lender Option, Borrower Option" (LOBO) loans referenced in the report, with it outlined that there had been a loan for £4million paid off with reference made to the consideration of not burdening future Council taxpayers. Reference was made to the appendix included within the report which set out all of the borrowings.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

- 1. To note that the contents of this report are in line with the Treasury Management Strategy 2023-24.**

44 **Financial Planning Task Group Update**

The Chairman noted that on page 135 of the agenda Pack, was a report which provided an update on the activity of the Financial Planning Task Group. The Task Group met on 9th July to consider the three reports that discussed earlier in the agenda and a summary of the Group's discussions was included in the report.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

1. To note the update on the Task Group's activity provided.
2. To note the Task Group's forward work programme.

45 Management Committee Task Groups Update

A report was received on the Task Groups and Panels established by the Management Committee.

Evolve Programme Task Group

Cllr Ruth Hopkinson outlined that the Task Group had not expected to have continued for as long as it had, however the reason for this had been that some of the issues raised by the work had been complex and impacted every aspect of Council work. Praise was directed towards officers who had been exemplary in taking on challenges and responsibility. Overall, the Task Group had been well managed and that there would be an interim report brought to the September Committee meeting.

An observation was made regarding the impact of Evolve on the Wiltshire Pension Fund team, to which the s.151 Officer outlined that there had been issues across the board with reporting, particularly on pensions payroll reporting. This was now working, however sometimes there was source issues with the data. Actions which could be taken to make improvements had been highlighted.

Stone Circle Governance Task Group

Cllr Ruth Hopkinson, Task Group Chairman drew attention to the Terms of Reference for the Task Group, with it noted that there had been a close distinction between what was operational and what was overview and scrutiny. One area encountered during examination was that there had been a poor understanding of what Stone Circle was as well as the management and governance arrangements; therefore, a lot of time had been spent to provide clarity. It was hoped that once the information was available this should be of use to all Councillors to enhance understanding. The Task Group had reached the conclusion of their work with a report set to be written which would be brought to the September Committee meeting.

Transformation Task Group

Cllr Chris Williams, Task Group Chairman outlined that the Task Group had had its first meeting on 19 June 2024 to start to look at the transformation process. The Group aimed to look at how decisions were made as well as what guidelines were available to support officer with a focus on residents and how they would benefit from investments from the transformation programme. The next meeting of the Group would be on 31 July with Members welcome to join the Task Group.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

- 1. To note the update on the Task Group activity provided.**
- 2. To approve the membership and terms of reference of the Transformation Task Group.**

46 **Forward Work Programme**

The Committee considered the forward work programmes for each select Committee, as well as updates from the Chairman for each Select Committee.

Cllr Jacqui Lay, Vice-Chairman of the Children's Select Committee provided a verbal update which included that the Committee was conducting a large amount of work with an awareness that some items would need to be recommendations for the new Council as there was a desire not to have any partially completed pieces of work. Following a meeting with the Executive, the following items had been added to the Forward Work Plan:

- Children's oral health and access to NHS Dentistry
- Early Years, childcare and entitlement strategy
- A one-year review of Safety Valve programme due in January 2025.
- SEND Strategy and SEND improvement plan
- Information on the Wiltshire Learning Alliance.

Emphasis was placed on Children's oral health, which had received increasing media interest, particularly from BBC Wiltshire which would be including a segment within their programme.

The Chairman thanked Cllr Lay and the Select Committee for the exemplary work which they were renowned for as well as the in-depth Scrutiny which they had conducted.

Cllr Johnny Kidney, Chairman of the Health Select Committee provided a verbal update which covered that the most recent meeting of the Committee had taken place on 17 July with detail provided on which items had been discussed. Looking forward it was outlined that over the summer there would be meetings with ICB and Council Officers to fine tune the Forward Work Plan to ensure that the Committee had a positive final year.

Cllr Jerry Kunkler, Chairman of the Environment Select Committee, provided a verbal update which covered that the last meeting of the Committee had taken place on 18 July with an overview of the items which had been discussed including the Culture and Leisure Strategy. It was noted that the next meeting would take place on 3 September, with detail provided regarding which updates would be brought to the Committee. Gratitude was placed towards Cllr Jonathon Seed for Chairing the Speed Limit Assessment Task Group.

At the conclusion of discussion, it was,

Resolved:

The Overview and Scrutiny Management Committee agreed:

- 1. To note the updates on select committee activity and approve the Overview and Scrutiny Forward Work Programme.**

47 **Date of Next Meeting**

The date of the next meeting was confirmed as 12 September 2024.

48 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 am - 12.22 pm)

The Officer who has produced these minutes is Ben Fielding - Senior Democratic Services Officer of Democratic Services, direct line 01225 718656, e-mail benjamin.fielding@wiltshire.gov.uk

Press enquiries to Communications, direct line 01225 713114 or email communications@wiltshire.gov.uk

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Wiltshire Community Safety Partnership

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Wiltshire Council Overview and Scrutiny Management Committee

12th September 2024

ACC Mark Cooper - Wiltshire Police (Outgoing CSP Chair)



Agenda Item 6

What is a CSP?

Established under the Crime and Disorder Act 1998 to bring together responsible authorities to develop a strategy to tackle crime and disorder in an area.

CSP should develop a strategy based on a strategic assessment of risk.

Strategy should set priorities for the area, and should include reducing reoffending, substance misuse and serious violence

Members should come from the responsible authorities, but other relevant partners can be co-opted.

Partners should share information as required to support the formulation of the strategy.

Community Safety Partnerships

- Recognise that we all have a role in tackling crime and anti-social behaviour.
- Bring together different agencies to tackle shared problems.
- Aim to make their area an even safer place to live, work and visit.

Statutory responsibilities

An alliance of organisations which generate strategies and policies, implement actions and interventions concerning crime and disorder within their Partnership area.

Crime and Disorder Act 1998



Every local authority shall ensure that it has a crime and disorder overview and scrutiny committee with:

- power to review or scrutinise decisions made, or other action taken, in connection with the discharge of crime and disorder functions and
- to make reports or recommendations to the local authority or its executive with respect to the discharge of those functions.

Police and Justice Act 2006

Statutory requirements

1. Set up a **Strategic Group** to direct the work of the partnership
2. Regularly **Engage and Consult** with your community about their priorities and progress towards achieving them
3. Set up protocols and systems for **Sharing Information**
4. Analyse progress in an annual **Strategic Assessment**
5. Set out a **Partnership Plan** to deliver agreed priorities

The CSP also has statutory responsibility for Domestic Homicide Reviews (now called **Domestic Abuse-Related Death Reviews**).

Crime and Disorder Act 1998

1. Strategic Group



The CSP Executive Group leads the Partnership. Each of the five Responsible Authorities must be represented:

- Police
- Local Authority
- Fire and Rescue Service
- Probation Service
- Integrated Care Board
- Office of the Police and Crime Commissioner



Wiltshire Council



The representatives must hold a senior position within their organisation and the **elected member** responsible for Community Safety must also be a member of this group.

Additional members appropriate to the area can be invited to participate in the group, for example, third sector representatives or housing providers.

2. Engage and Consult



The partnership must consult its communities about crime and disorder issues in their area.

This must include what **priorities** the partnership should tackle.

The partnership will also have to consider the way in which its **communities can help** in supporting the delivery of the priorities.

The Executive Board must hold one or more **public meetings** during each year.

3. Share Information

The Executive Board must prepare an *information-sharing protocol* under s115 of the Crime and Disorder Act.

This enables the sharing of personal and depersonalised data for the purpose of the prevention and detection of crime.

Partners must have access to relevant, robust and up-to-date information from a broad range of sources.

4. Strategic Assessment

The purpose of the Strategic Assessment is to help identify priorities.

It must include:

- **Analysis** of the level and patterns of crime, disorder and substance misuse
- **Changes** in the levels and patterns of crime, disorder and substance misuse since the last strategic assessment
- Analysis of **why** these changes have occurred
- Assessment of the extent to which last year's plan was **implemented**
- Reflect views from the **community** on matters that need to be prioritised

5. Partnership Plan



The Partnership Plan must include:

- A strategy for tackling crime and disorder in the area
- Short, medium and long-term priorities
- The role of each partner
- The way in which performance against priorities will be measured
- How the partnership will engage with their communities
- The partnership have to publish a summary of the partnership plan in a format of their choice, but in a way that makes it available to diverse groups in their communities

Set up an effective and responsive structure to deliver agreed priorities.

This should include

- **Thematic strategic groups** – multi agency boards to design a strategy to deliver one of the priorities
- **Partnership problem solving groups** – tactical meetings to bring partners together to tackle key threats
- **Operational boards** – multi-agency case management forums such as MARAC where individual cases are heard

The CSP in Wiltshire

Wiltshire's Safeguarding Vulnerable People Partnership (SVPP) brings together:



the work of the Safeguarding **Adults** Board



the work of the **Community** Safety Partnership



partnership activity in relation to safeguarding **children**



SVPP Executive: scrutinise and assurance in relation to safeguarding.

CSP Executive: scrutiny and assurance in relation to tackling crime, its root causes and its impact on our communities.

The Chair of CSP is a member of the SVPP Executive, enabling join up of agendas and collaboration.

The SVPP has one independent Business Support Team, hosted by Wiltshire Council, to facilitate these arrangements through the co-ordination of business across the SVPP, including the CSP.

CSP headlines

Domestic Abuse Local Partnership Board

High prevalence and increasing rates of DA.

Meetings have focussed on:

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- Embedding a **Line-of-Sight approach** to monitor the system response to Domestic Abuse in Wiltshire.
- Effectiveness of MARAC.** Establishment of MARAC Oversight Group reporting into DALPB. Oversight of Improvement Plan.
- Delays in DVDS disclosures.** All affected disclosures triaged and no current delays.
- Roll out of DA Matters training.** 1360 police officers trained.

Substance Use (Combatting Drugs Partnership)

- Development of a **Professional Toolkit** relating to Cannabis use.
- Embedding learning from **Local Learning Review** into 16-year old's fatal cocaine overdose.

Exploitation

- New structure implemented Sept 2023.** Main Strategic Subgroup and two Working Groups (Children's and Adults').
- 50% increase in **National Referral Mechanism** referrals for children since joining pilot scheme.
- Development of **Adult Exploitation** response – increasing awareness and mapping support options.
- Development of an **All-Age Exploitation Strategy**

Prevent Board

- Oversight of Prevent referrals and outcomes**
 - Increase in **Prevent referrals** between Q3 and Q4 2023/24
- Development of **new training programme** to fit with new Home Office training.
- Development of new Prevent Strategy October 2024

CSP headlines



Safer Communities

- Covers things such as ASB, neighbourhood crime, licensing and the night time economy.
- Creation of a **dashboard** to ensure evidence-based working.
- Main focus has been on developing a **partnership response to ASB**, relating to ASB hotspot funding.
- Impact of **Safer Streets** funding .

Violent Against Women and Girls (VAWG)

- High prevalence – more than DA.
- **Mapping exercise** carried out in response to national VAWG strategy 2021
- Creation of a **VAWG action plan** to address gaps.

Serious Violence Duty

- Delivered via the **Early Intervention and Violence Reduction** subgroup.
- Use of intelligence-led evidence base to create a plan for use of **government funding**.

Domestic Abuse Related Death Reviews

- Two DHRs underway and one pending.
- All suicides. One male, two female
- Emerging themes turned into an action plan with accountability sitting with CSP Executive.

CSP Transformation

- Not meeting some **statutory requirements**.
- Expected new **Home Office guidance** on how CSPs operate.
- Improvement needed in **evidence-based** working.
- Clear **accountability**.
- Concerns around **engagement** from partner agencies.
- Create a **structure** which can effectively deliver against agreed outcomes.



Proposed Strategic Objectives

Protect Vulnerable People

Domestic Abuse
Exploitation

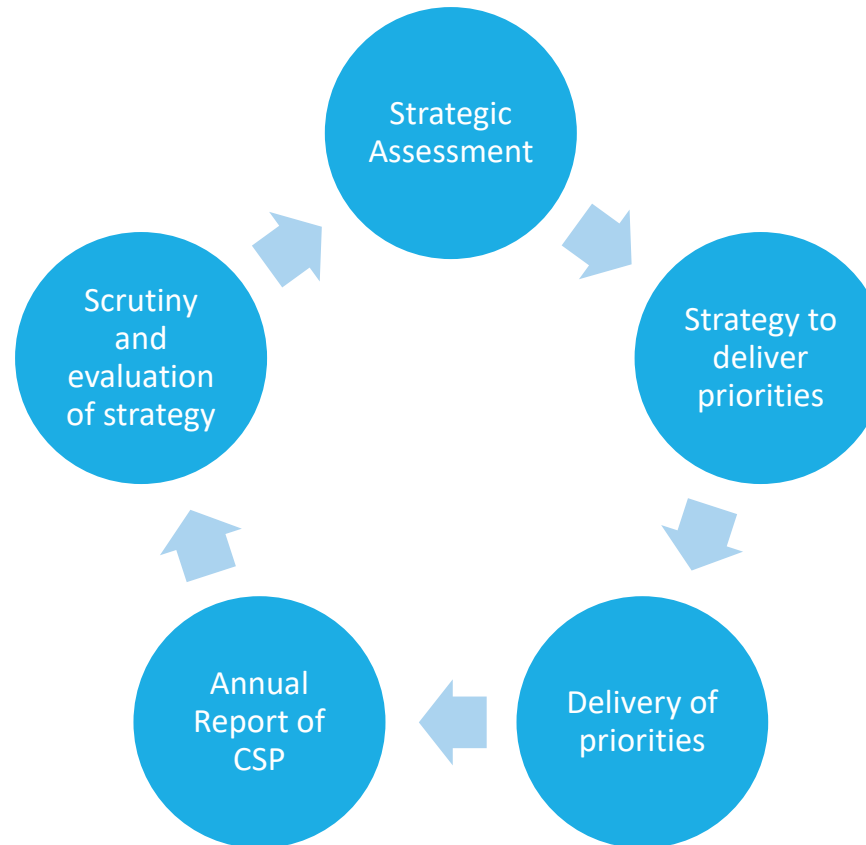
Reduce Harm

Substance Use
Serious Violence Duty
Serious and Organised
Crime

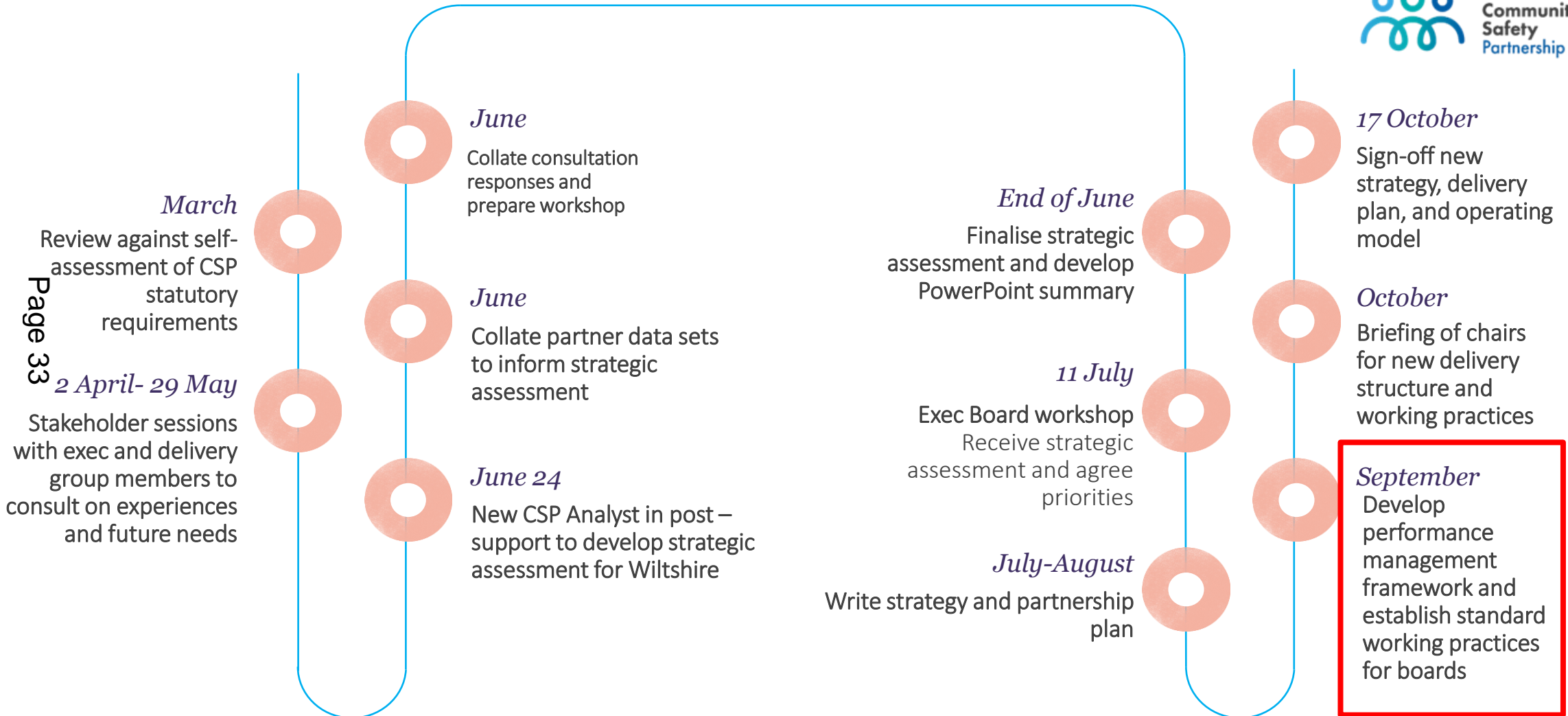
Create Safer Communities

Anti-Social Behaviour
Acquisitive Crime
Business Crime
Rural Crime
VAWG
Road Safety

CSP Planning Cycle



Project Timeline – CSP transformation





Thank you

Questions or comments

Wiltshire Council

Overview and Scrutiny Management Committee

12 September 2024

Standards Committee

3 October 2024

Wiltshire Council Annual Complaints Report 2023-24

Purpose

1. To present the Wiltshire Council Annual Complaints Report 2023-24 (**Appendix 1**).

Background

2. The Annual Complaints Report provides a detailed picture of the council's complaints activity between 1 April 2023 and 31 March 2024. The report does not cover complaints about elected members and the Wiltshire Police and Crime Commissioner, which are reported separately to Standards Committee and the Police and Crime Panel respectively.
3. The Annual Complaints Report presents information about:
 - How promptly complaints were responded to and resolved;
 - How many potential complaints were triaged and resolved informally as service requests;
 - How many complaints and service requests were received overall;
 - Which services we received complaints about;
 - The underlying factors behind identified complaint trends and the measures in place to address them;
 - The outcome of complaints;
 - How many complaints were received, investigated and upheld by the Local Government and Social Care Ombudsman (LGSCO);
 - How complainants choose to submit their complaints.
4. The Annual Complaints Report presents data covering the last five years to illustrate any trends across these measures.

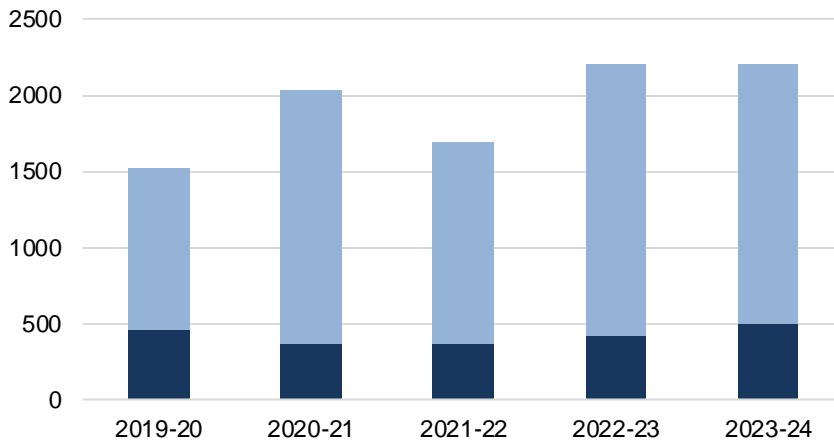
Main Considerations

Annual Complaints Report headlines

5. The key headlines are captured in the Summary of the report at page 3, which is reproduced here:

Annual Report 2023-24 Summary

Complaints and services requests



Since 2022-23...

Service requests received by the Complaints team have **decreased** by 4%.

Complaints to the council have **increased** by 20%.

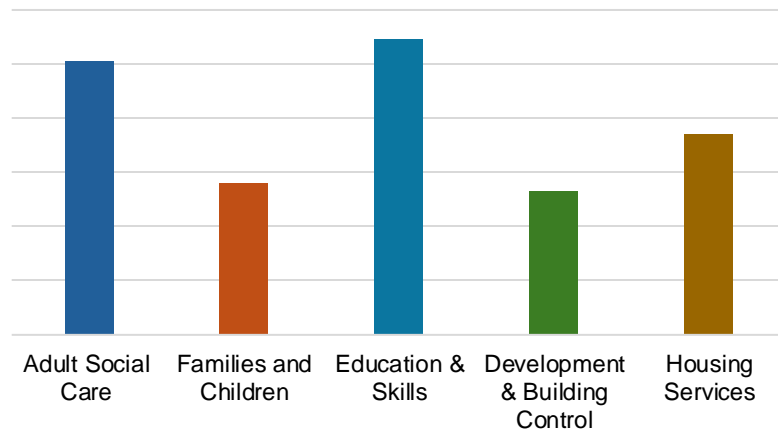
Since 2022-23, complaints about...

Complaints received by service

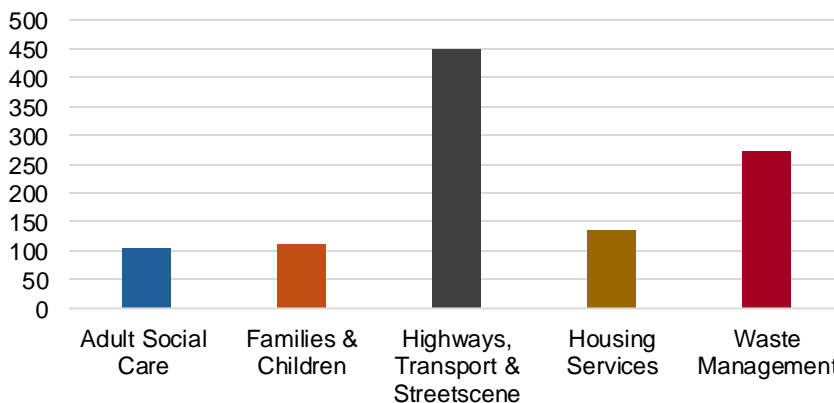
Education & Skills have **increased** by 12%.

Adult Social Care have **increased** by 36%.

Housing Services have **increased** by 106%.



Service requests received by the Complaints team 2023-24



Since 2022-23, service requests to the Complaints team regarding...

Highways, Transport and Streetscene (449) have **increased** by 46%.

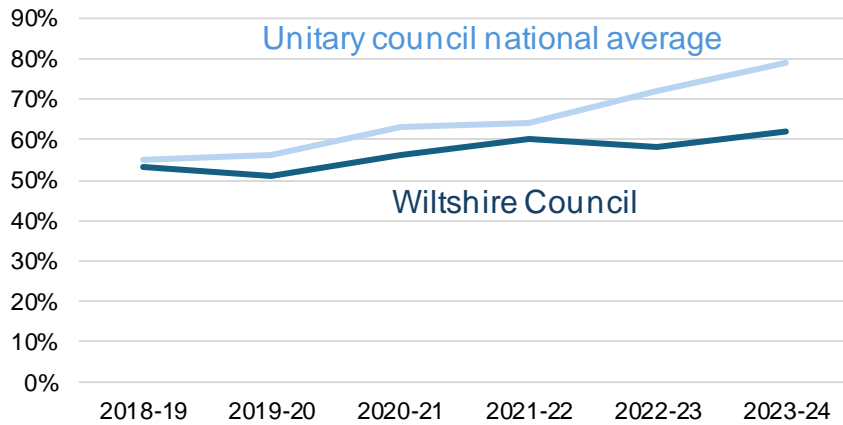
Waste Management have **decreased** by 30%.

Housing Services have **increased** by 40%.

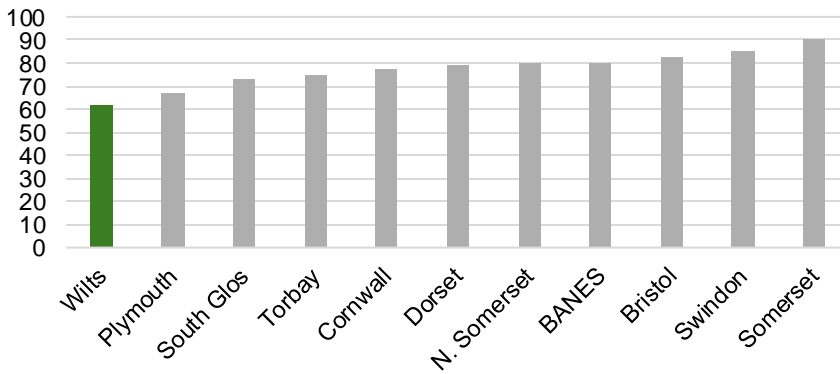
Since 2022-23, the % of complaints about **Wiltshire Council** upheld by the LGSCO **increased** by 2% to 62% (though the actual number **decreased** by 2).

This is significantly **lower** than the 79% average for **unitary councils** nationally.

% Complaints upheld by the LGSCO



% Complaints upheld by the LGSCO South West unitary councils



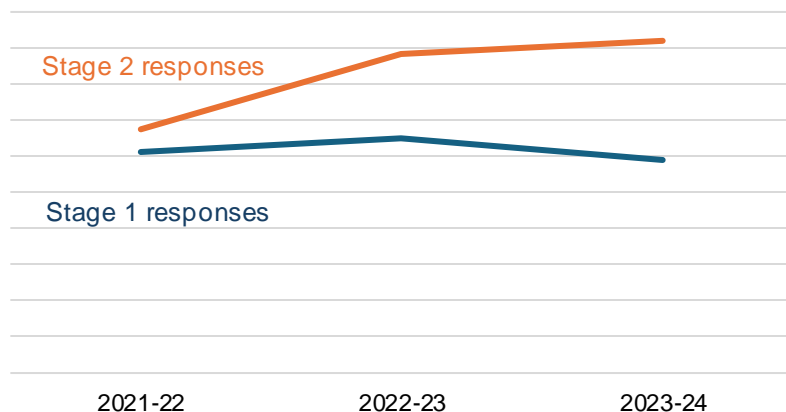
The LGSCO upheld a **lower** percentage of complaints about **Wiltshire Council** than about all other unitary councils in the South West.

Since 2022-23...

The % of **Stage 1** complaint responses provided on time **decreased** from 65% to 59%.

The % of **Stage 2** complaint responses provided on time **increased** from 89% to 92%.

% Complaints responded to within target timescales



Issues identified

6. The analysis and reporting of complaints activity is an important part of a learning culture for the council. Without a detailed picture of complaints activity, elected members and officers are less able to identify and address issues with service delivery.
7. Under the section 'What did we receive complaints about?', the Annual Report breaks down the complaints received regarding key services. It highlights specific issues experienced by some services in 2023-24 including:
 - A high number of complaints relating to requests for statutory Education, Health and Social Care Needs Assessments.
 - A 36% increase in complaints about Adult Social Care, consistent with the increase in demand for those services.
 - A 106% increase in complaints about Housing Services, reflecting activity across the sector and an increase in the promotion, reporting and recording of complaints.
 - A 46% increase in service requests about Highways, Streetscene and Transport, driven by weather conditions of the last two winters and the associated effects on highways condition and incidence of flooding.
 - A 30% decrease in service requests received about Waste Management, reflecting high levels of service reliability, customer-friendly systems for renewing garden waste subscriptions, and effective campaigns promoting changes to waste management services.
8. The Annual Report includes information about the factors behind these trends and the actions in place to address them. Where particular issues have been identified, services will produce actions plans setting out how they will be addressed.

Complaint handling improvement actions

9. Regarding complaints management, a new casework management system will be implemented during October 2024. This will enable more frequent and comprehensive reporting to help officers to identify and resolve issues promptly.
10. The Complaints team continue to deliver training in good complaint handling across the council. Of particular focus is supporting all services to:
 - a) Meet the reduced complaint responses timescales required by the LGSCO, likely to be adopted by the council in October 2024;
 - b) Decrease the percentage of complaints progressing to Stage 2 by providing comprehensive Stage 1 responses that include remedies for fault where appropriate.
11. In Autumn 2024, a facility for the public to submit **complements and comments**, as well as complaints, will be introduced and these will be reflected in next year's annual report. Services will be asked to forward all

complements to the Complaints team so a central log is created and can be reported on.

Proposals

12. To note the Wiltshire Council Annual Complaints Report 2023-24, including any issues identified through complaints data and the actions in place to address these.
13. To note the actions to further improve the council's complaints handling function over the next 12 months.

Perry Holmes, Monitoring Officer and Director for Legal & Governance

Report author: Henry Powell, Democracy and Complaints Manager, 01225 718400
complaints@wiltshire.gov.uk

Date: 4 September 2024

Appendices

- Appendix 1 Wiltshire Council Annual Complaints Report 2023-24
- Appendix 2 Wiltshire Council's Annual Review Letter 2023-24 – Local Government and Social Care Ombudsman

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Wiltshire Council

Annual Complaints Report

2023-2024

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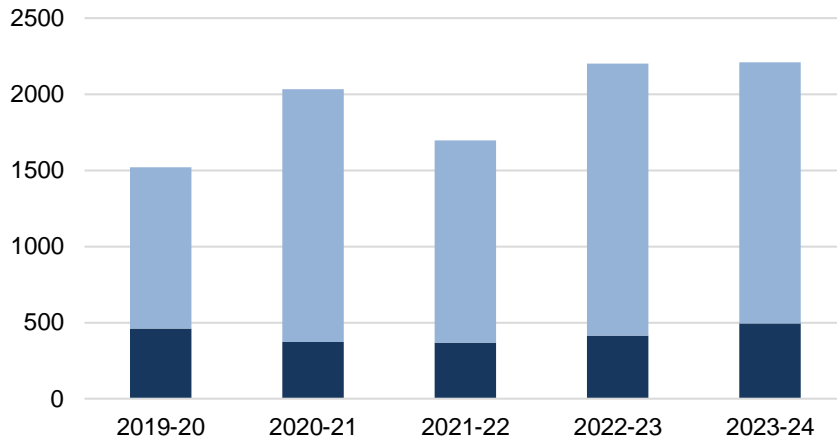
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Summary

Complaints and services requests



Since 2022-23...

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Complaints to the council have **increased** by 20%.

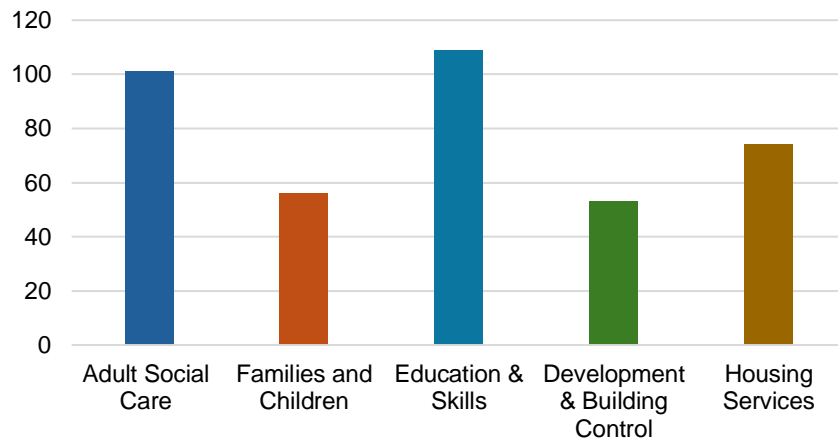
Since 2022-23, complaints about...

Education & Skills have **increased** by 12%. 59% of these were upheld or partially upheld by the council.

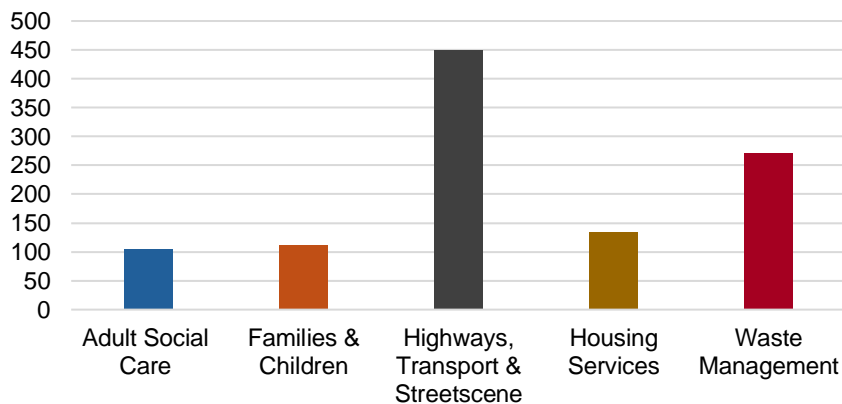
Adult Social Care have **increased** by 36%.

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Complaints received by service



Service requests received by the Complaints team 2023-24



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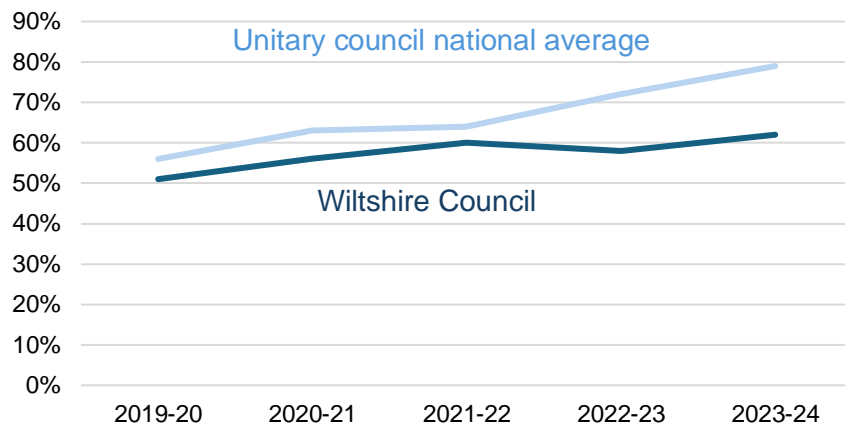
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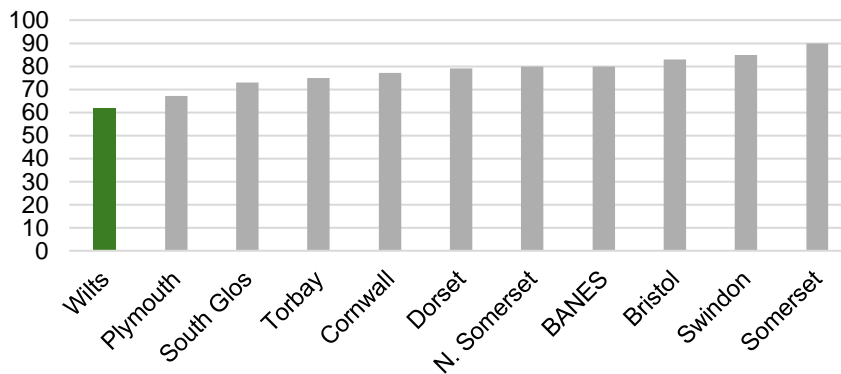
This is significantly **lower** than the 79% average for **unitary councils** nationally.

% Complaints upheld by the LGSCO



% Complaints upheld by the LGSCO

South West unitary councils



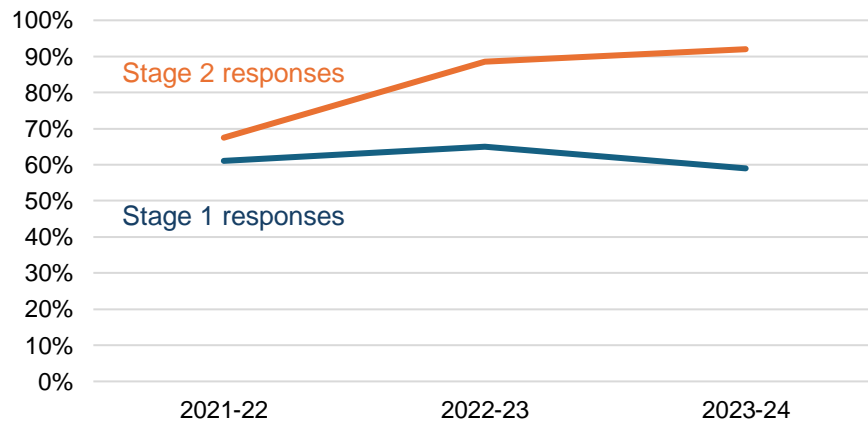
The LGSCO upheld a **lower** percentage of complaints about **Wiltshire Council** than about all **other unitary councils** in the South West.

Since 2022-23...

The % of **Stage 1** complaint responses provided on time **decreased** from 65% to 59%.

The % of **Stage 2** complaint responses provided on time **increased** from 89% to 92%.

% Complaints responded to within target timescales



Introduction

1. This Annual Complaints Report provides an overview of the complaints Wiltshire Council received between 1 April 2023 and 31 March 2024 and how we have dealt with them (though we have not published the details of people who have complained).
2. Wiltshire Council welcomes feedback to help us to identify and address problems for customers, and to improve our services. We aim to deliver a complaints function that:
 - is simple for everyone to use and understand
 - is led and supported by the very top of the organisation
 - ensures excellent service standards are delivered
 - fulfils the needs of our customers
 - enables us to learn from customer feedback in order to improve
 - complies with the relevant legislation and council policy
 - focuses on fair, proportionate resolution at the earliest stage
 - works in an open-minded and impartial way.

What is a complaint?

3. Complaints can be wide-ranging, but can be defined as:
 - a failure to provide a service, or an inadequate standard of service
 - dissatisfaction with the application of a council policy
 - treatment by, or attitude, of a member of staff
 - disagreement with a decision where the customer cannot use another procedure to resolve the matter
 - the council's failure to follow the appropriate administrative process.
4. It should be noted that when an issue is raised with the council for the first time, where appropriate, it is treated as a request for a service, rather than as a formal complaint. This reflects how the customer's priority is usually to have their issue promptly resolved, rather than to make a formal complaint. However, such service requests can escalate to formal complaints if the customer remains dissatisfied.

How do we handle complaints?

5. The council has a dedicated Complaints team sitting the Legal and Governance directorate. The Complaints team works closely with council services to respond to and address issues raised by customers.
6. To meet its statutory obligations, the council has several complaints procedures. Customers are supported to follow the appropriate route when they submit their complaint. The procedures are as follows:

Wiltshire Council – Complaints Procedures			
	Stage 1	Stage 2	Stage 3
<p>1. Complaints Procedure (link)</p> <p>For all complaints, except those falling under the procedures outlined below.</p>	<p>Response from the service team within 20 days* (can be extended by 10 days)</p> <p>*within 10 days for complaints about the council as a housing landlord</p>	<p>Investigation and response from the Complaints team within 30 days* (can be extended by 10 days)</p> <p>*within 10 days for complaints about the council as a housing landlord</p>	<p>Customer referral to the Local Government and Social Care Ombudsman (LGSCO)</p> <p>or</p> <p>Housing Ombudsman (HO) for independent review.</p>
<p>2. Children’s Statutory Complaints Procedure</p> <p>For complaints under the Children Act 1989, which generally includes assessments and services regarding:</p> <ul style="list-style-type: none"> • Children in need • Looked after children • Special Guardianship • Post-adoption support 	<p>Response from the service team within 20 days (can be extended to 30 days)</p>	<p>Investigation and response from the Complaints team, overseen by an independent person, within 25 days</p>	<p>Consideration by Independent Review Panel within 30 days</p>
<p>3. Adult Social Care Statutory Complaints Procedure</p> <p>For complaints regarding the provision of Adult Social Care services.</p>	<p>Response from the service team within 6 months</p> <p>(council target 20 days)</p>	<p>Customer referral to the LGSCO for independent review</p>	<p>N/a</p>
<p>4. Pension complaints</p> <p>For complaints about decisions made by the employer and/or Wiltshire Pension Fund regarding pensions.</p>	<p>Response from the adjudicator¹ within 2 months</p> <p>Extension permitted</p>	<p>Response from the referee² within 2 months</p> <p>Extension permitted</p>	<p>Complainant referral to The Pensions Ombudsman (link) for independent review</p>
<p>The council also considers complaints about:</p> <ul style="list-style-type: none"> • Elected or co-opted members of local councils in Wiltshire 			

¹ A person nominated by the body whom the complaint is against.

² Cannot be the same as the adjudicator.

- **The Wiltshire Police and Crime Commissioner.**

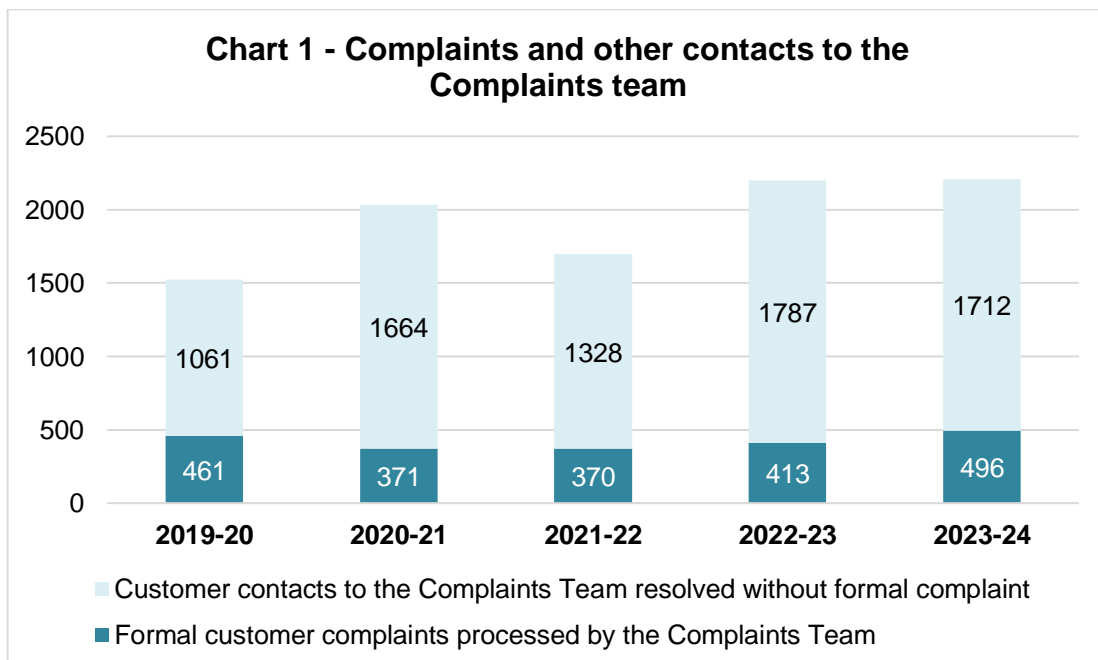
These complaint are dealt with under separate procedures and are not covered within this report. Please see the council's [complaints webpage](#) for further information.

Complaints activity 2023-24

7. This report provides an overview of complaints received by the council during the period **1 April 2023 to 31 March 2024**. The report also outlines other contacts received by the Complaints team that were resolved outside of a formal complaints procedure, i.e. 'service requests', where the Complaints team direct the customer to the appropriate service for resolution of their problem.
8. It should be noted that all council teams may receive 'service requests' directly, which are not captured in this report.

Number of complaints received

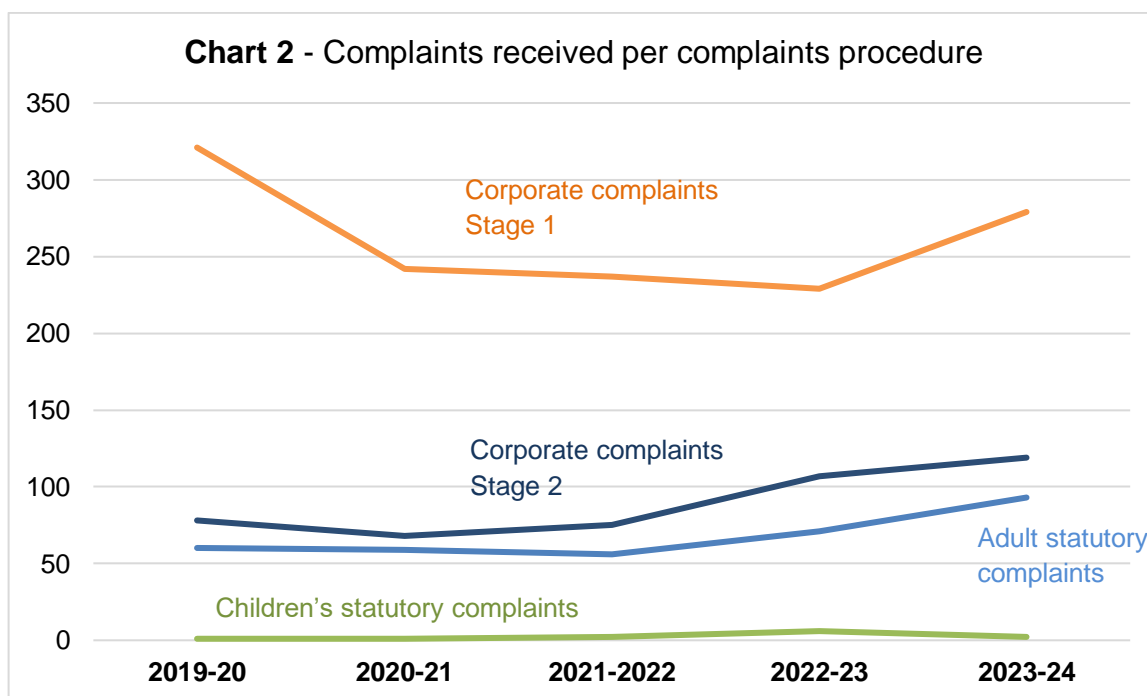
9. As **Chart 1** shows, in 2023-24 the council handled 496 complaints through its formal procedures; an **increase** of 20% on the previous year.³
10. 46% (38) **of this increase** results from complaints about **Housing Services**; 33% (27) from complaints about **Adult Social Care**; and 17% (14) from complaints about Highways, Streetscene and Transport.
11. 1,712 service requests were received by Complaints team; a **decrease** of 4% on the previous year. The percentage of contacts to the Complaints team handled as formal complaints increased from 19% in 2022-23 to 22% in 2023-24.



³ Wiltshire's population increased by 2.2% since 2019-20 and by 0.4% between 2022-23 and 2023-24.

How the council handled complaints

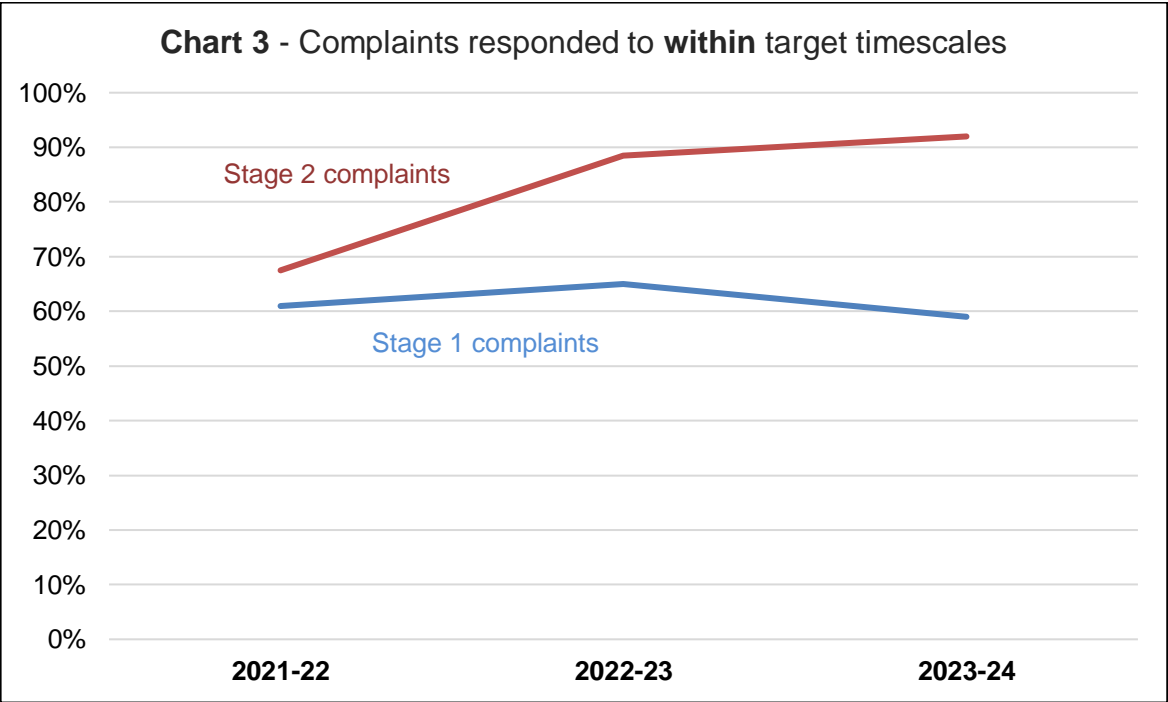
12. **Chart 2** shows how complaints were handled under the council's various complaints procedures over the past four years.
13. The number of complaints resolved at **Stage 1** and **Stage 2** of the corporate Complaints Procedure **increased** by 22% and 11% respectively.
14. The number of complaints handled under the statutory Adult Social Care procedure **increased** by 31%. This reflects the 36% increase in complaints received about Adult Social Care generally.
15. The number of complaints handled under the statutory Children's procedure continues to be very low.



How quickly the council resolved complaints

16. **Chart 3** shows the percentage of corporate and adult social care complaints for which responses were provided within the target timeframes, which are set out under paragraph 6.
17. Stage 1 responses are provided by the appropriate service area. If the complainant remains dissatisfied, a Stage 2 investigation is undertaken by the Complaints team who then provide a further response.
18. Complaints dealt with under the single-stage Adult Social Care statutory procedure are reflected in the chart as Stage 1 complaints. The statutory timeframe for responding to complaints under this procedure is six months, but the council aims to respond within the same timescales as for corporate complaints.

- 19. Compared with the previous year, in 2023-24, **fewer** responses to Stage 1 complaints were provided on time (65% to 59%), but **more** responses to Stage 2 complaints were provided on time (89% to 92%). The difficulties services have experienced providing responses on time reflect both the increased number of complaints being dealt with, complaints' increasing complexity and the wider resource pressures being faced.
- 20. To become compliant with the LGSCO's Complaint Handling Code 2024 ([link](#)), it is anticipated that from 15 October 2024 the council will reduce its target Stage 1 and Stage 2 response timescales by 10 working days each. For Stage 1 complaints in particular, providing responses within these shortened timescales represents a significant challenge and the council is putting in place appropriate support, guidance and training for services to meet this requirement.

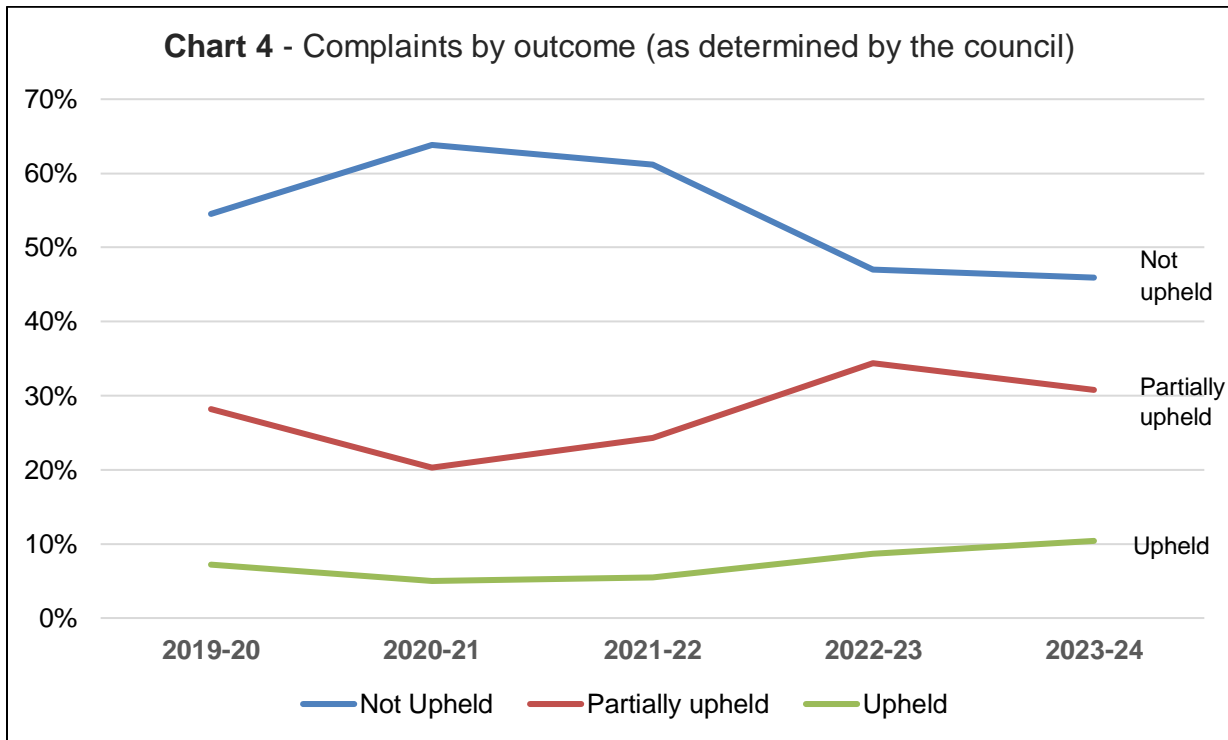


Complaint outcomes

- 21. Once a complaint is resolved, it is labelled by the council as ‘upheld’, ‘partially upheld’ or ‘not upheld’. For those complaints that are upheld or partially upheld, some form of remedial action is taken, such as provision of a service and an apology to the complainant.
- 22. **Chart 4** shows the outcomes of complaints, as determined by the council⁴. In 2023-24:
 - 46% of complaints were **not upheld** by the council
 - 31% were **partially upheld** by the council
 - 10% were **upheld** by the council.

⁴ These figures do not equal 100% because some complaints are withdrawn, are superceded by another investigation or do not fall under a council complaints procedure.

23. This is broadly consistent with complaint determinations by the council in previous years.



24. **Chart 5** shows the outcomes of individual complaints (not *complainants*) broken down by service area. This is described further under the service section below.

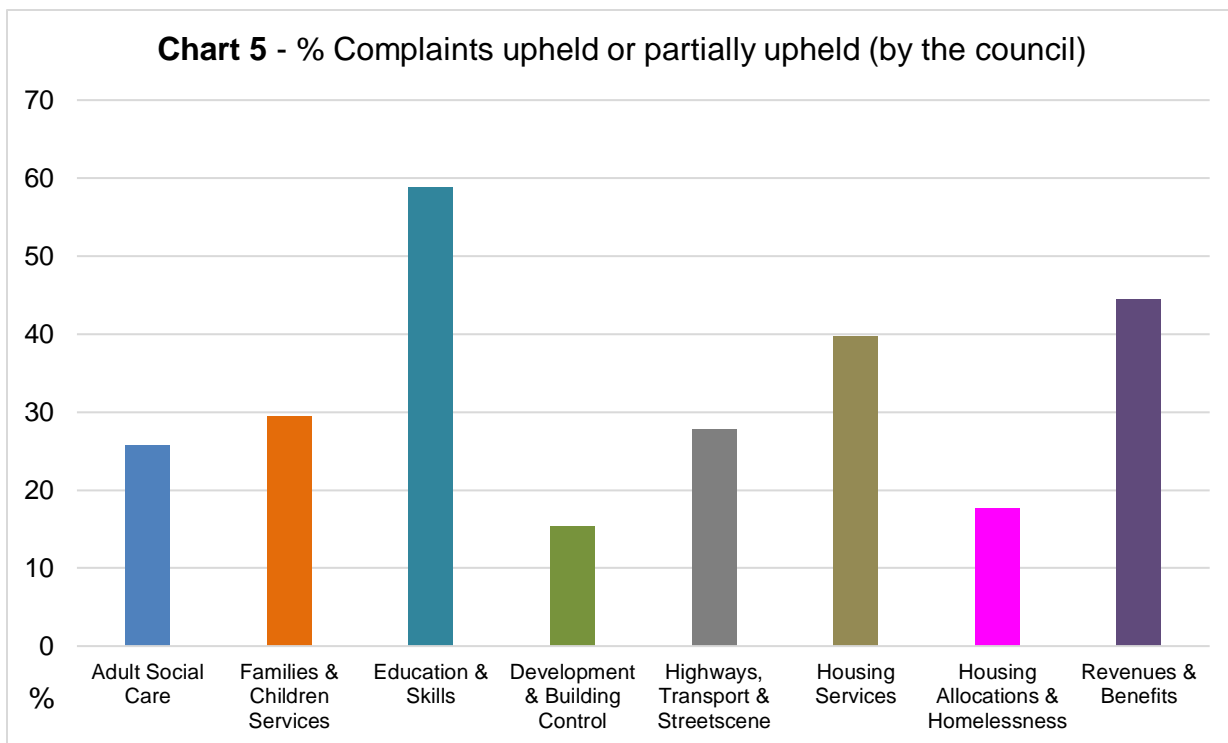
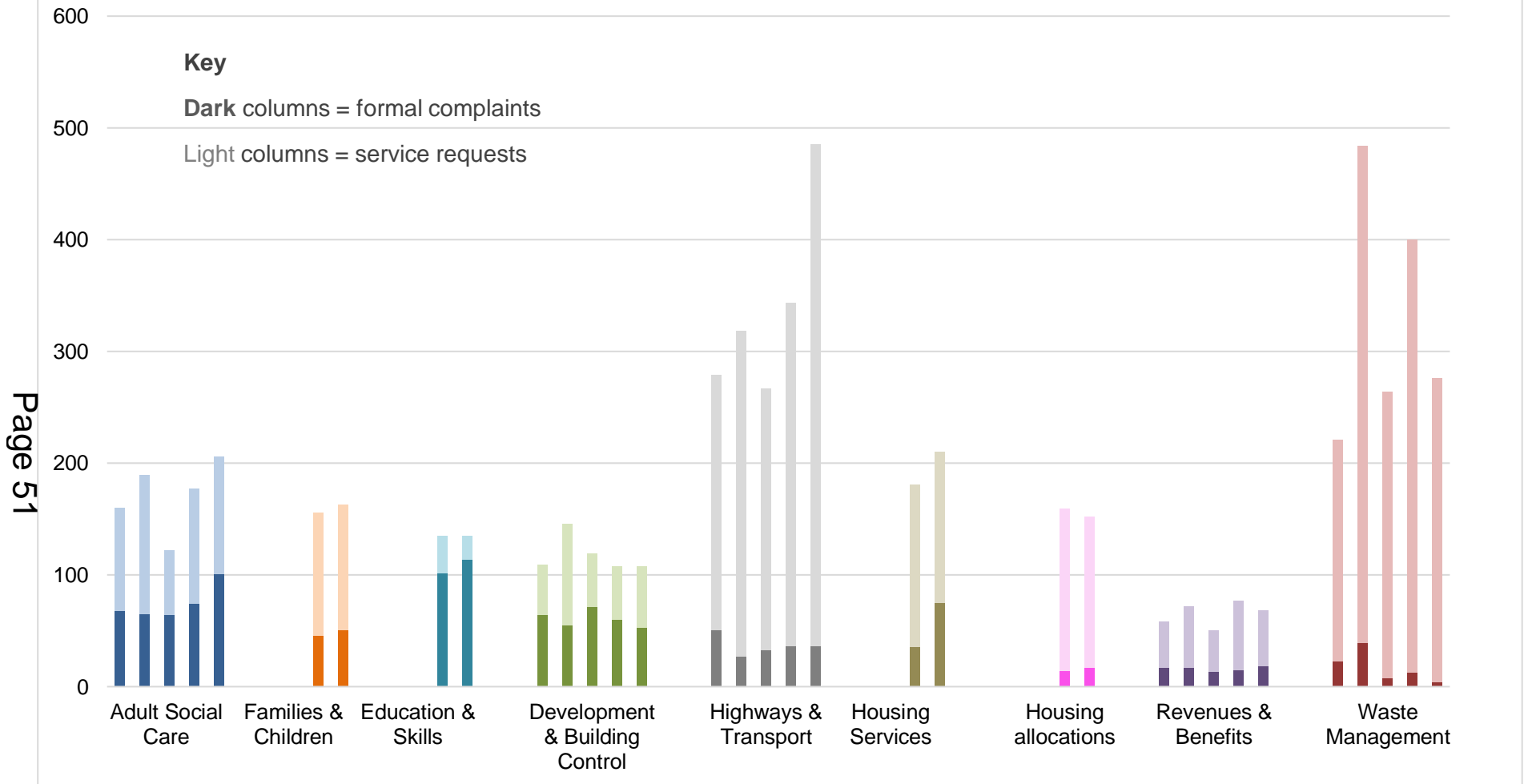


Chart 6 - Complaints and service requests to the Complaints team



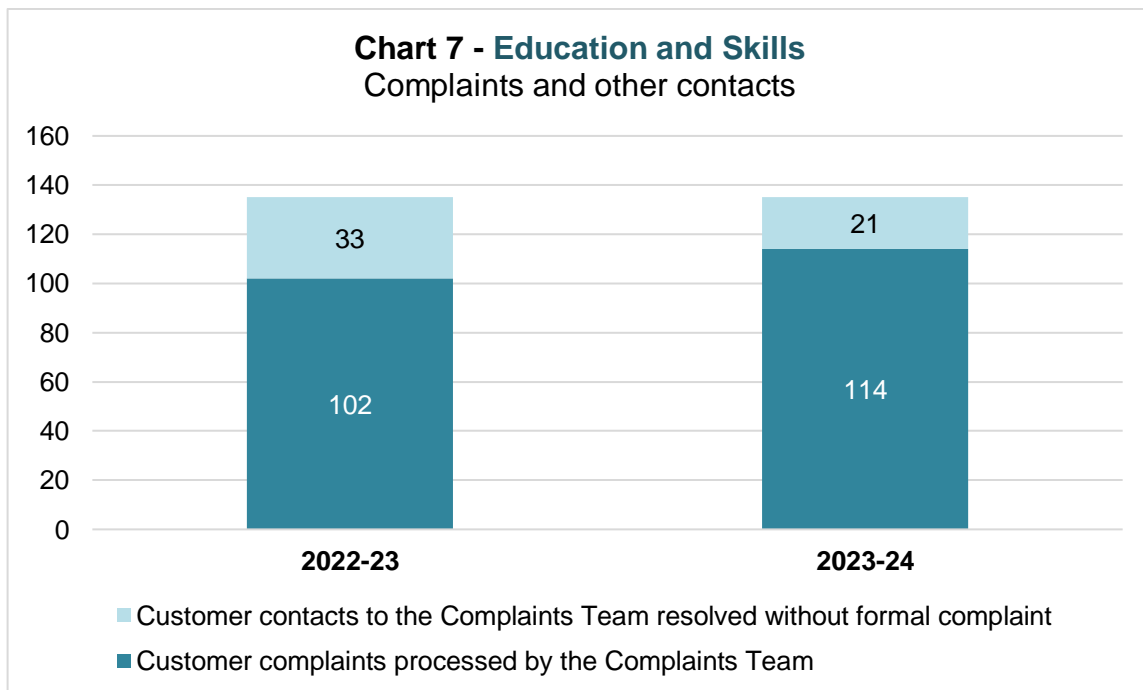
5-year* figures: 2019-20 to 2023-24

(*This year, Families & Children / Education & Skills, and Housing Services / Housing Allocations & Homelessness, have both been separated for the first time for greater transparency. Therefore only **2 years'** data is available.

What did we receive complaints about?

25. **Chart 6** (above) shows how complaints and service requests to the Complaints team were distributed across the **nine** council service areas that attracted the highest number of such contacts over the last five years.
26. It is important to note that the number of complaints received is significantly influenced by the number of residents who access the service, its importance in their lives and the impact of service decisions.
27. For some areas, the number of complaints is low, while the number of service requests is high. This reflects how, for those services, most customers want to resolve their issue (e.g. address a missed bin collection) but not pursue a formal complaint.
28. The nine service areas are presented below in descending order of the most complaints received. Where particular issues have been identified through the complaints received, services will produce actions plans setting out how these will be addressed.

1. Education and Skills



Complaints	
Number of complaints received 2023-24	114 (23% of total / rank 1)
Change since 2022-23	12% increase

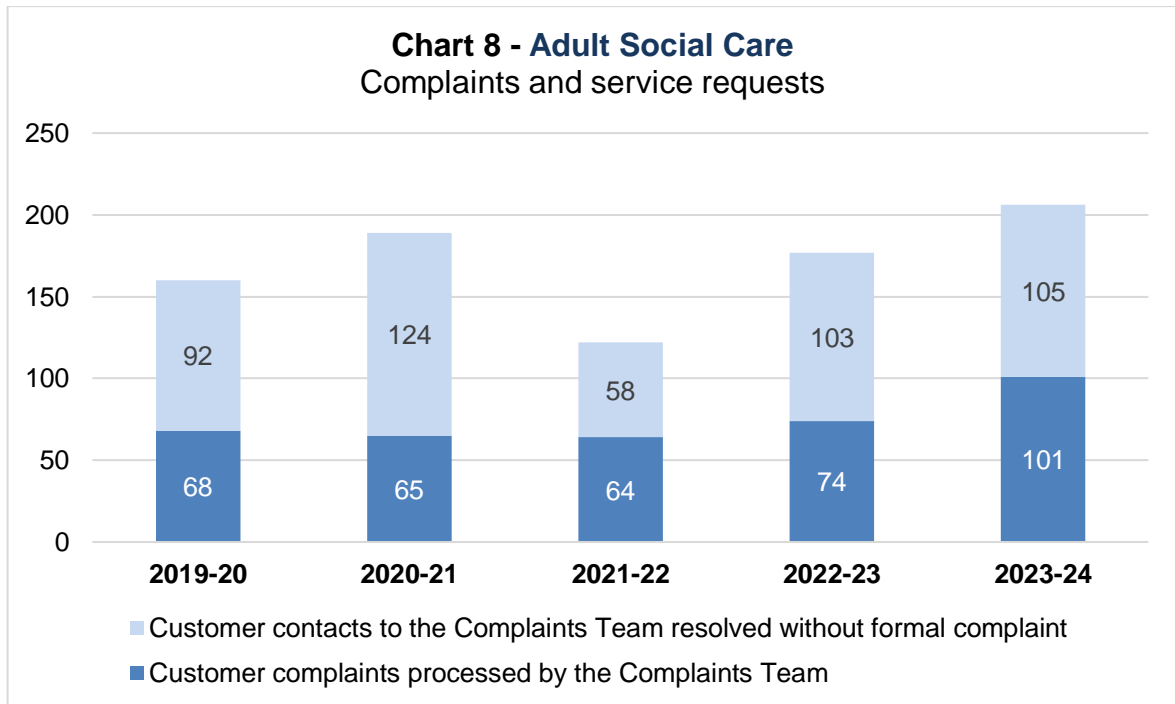
% upheld or partially upheld by the council	59% (rank 1)
Common complaint topics	SEND: 96%
Service requests	
Number of service requests received 2023-24	21 (1%)
Change since 2022-23	36% decrease
LGSCO referrals	
Complaints referred to LGSCO by complainant ⁵	22 (rank 1)
Change since 2022-23	41% decrease
Complaints upheld by LGSCO 2023-24 ⁶	36% (rank 1)
Remedy payments recommended by the LGSCO	2023-24: £9,750 2022-23: £8,200

29. Of the seven complaints upheld by the LSGCO, six were regarding delays in the issuing or implementation of Education, Health and Care Plans (EHCPs). All of the £9,750 financial remedies recommended by the LGSCO also related to this issue.
30. The Special Educational Needs and Disabilities (SEND) Service has continued to experience significant volumes of requests for statutory Education, Health and Social Care Needs Assessments. These Assessments should be completed within a 20-week timeframe and compliance against this measure, though improving, did not start gaining momentum until early 2024. The Service has a clear plan to improve timeliness, which has been fully reported upon to the SEND & Alternative Provision Board and High Needs Block Sustainability Board. The Council has deployed considerable additional financial resource, facilitating recruitment of new Assessment Team staff and Agency Educational Psychologists. Work is also being undertaken to ensure children, young people and their families feel supported in 'waiting well'. Work in this area is ongoing and incremental, but as the backlog of overdue Assessments reduces, it is anticipated that complaints will also reduce.

⁵ Figure includes Families & Children

⁶ As above

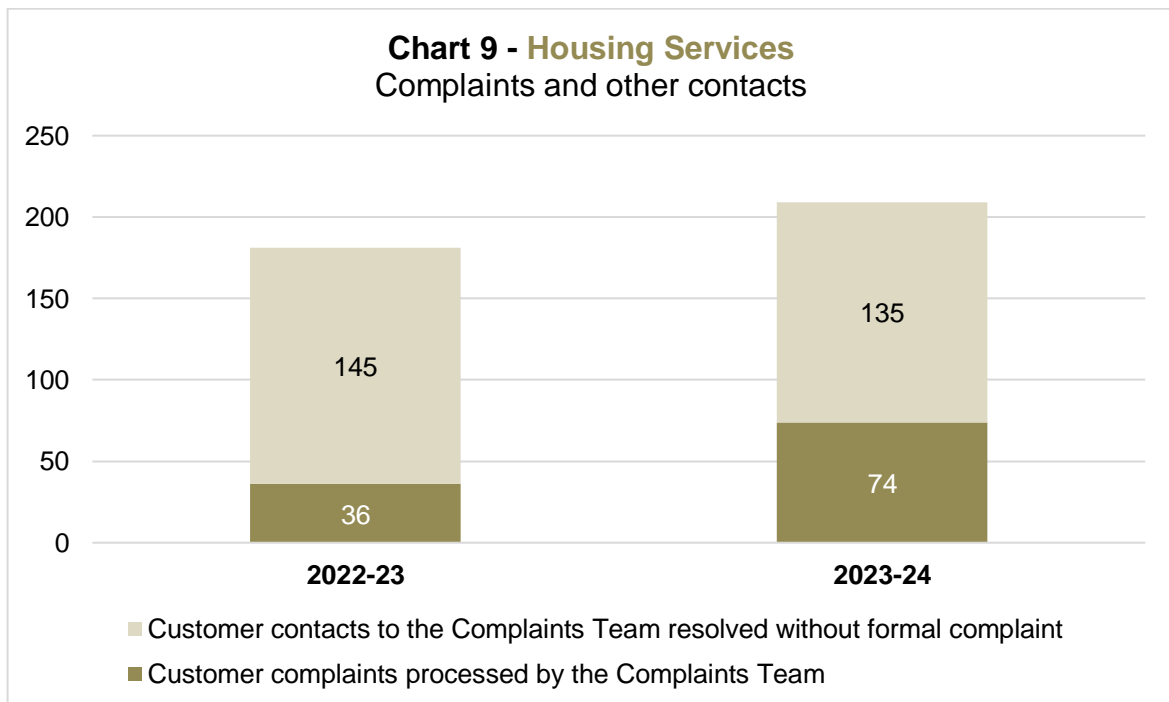
2. Adult Social Care



Complaints	
Number of complaints received	101 (20% of total / rank 2)
Change since previous year	36% increase
% upheld or partially upheld by the council	26% (rank 6)
Common complaint topics	Ongoing Support 42% ASC Finance 33%
Service requests	
Number of service requests received	105 (rank 5)
Change since previous year	2% decrease
Share of service requests received by the council	6%
LGSCO referrals	
Complaints referred to LGSCO by complainant	21 (rank 2)
Change since previous year	38% increase
Complaints upheld by LGSCO 2023-24	10%
Remedy payments recommended by the LGSCO	2023-24: £950 2022-23: £800

31. The increase in complaints is consistent with the increases in demand that Adult Social Care continues to experience. There is also an increase in the complexity of the needs of people requiring these services, which is having additional impact on the department.
32. The process followed for Adult Social Care complaints has been improved, with the Adult Social Care Quality Assurance Team taking on responsibility for the management of complaints from 1 August 2024. The new process enables increased ownership of complaints within the department and will ensure that all complaints are managed in accordance with the timeframes.
33. Complaints are cross-referenced with the revised practice standards to ensure that learning from complaints is thematicised and they are being used to improve practice.
34. A new appeals process was launched in April 2024 to manage concerns raised at a team manager level. The appeals process is effective in ensuring that concerns can be raised and addressed without the requirement for people to raise a formal complaint.

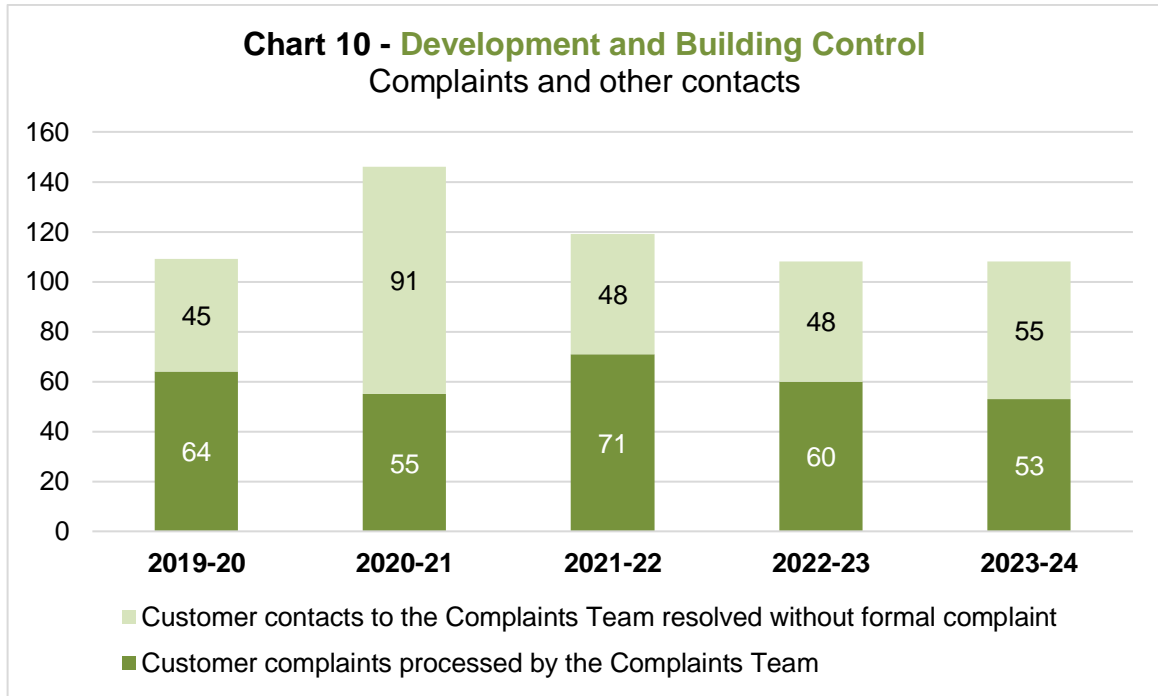
3. Housing Services



Complaints	
Number of complaints received 2023-24	74 (15% of total / rank 3)
Change since 2022-23	106% increase
% upheld or partially upheld by the council	40% (rank 3)
Common complaint topics	Repairs 68% Tenancies 22%
Service requests	
Number of service requests received 2023-24	135 (8% / rank 3)
Change since 2022-23	7% decrease
Housing Ombudsman	
Complaints investigated by the Housing Ombudsman	0

35. The Housing Ombudsman requires member landlords like the council to handle complaints about its landlord functions in compliance with the Complaint Handling Code ([link](#)) and to undertake annual self-assessments that demonstrate how it is doing so. The council's 2024 self-assessment was reported to the Housing Board and can be viewed online ([link](#)).
36. Housing teams use complaints data to develop services, eliminate waste and enhance customers' experience, with service improvements reported to the Housing Board ([link](#)) when appropriate.
37. Across the social housing sector, it is understood that the number of complaints from tenants have increased and the council is considered to be consistent with the overall sector. The increases seen are driven by an increase in complaints reporting across the sector, improved recording of complaints, along with increased promotion of how to report social housing complaints (such as the "Make it Right" campaign).
38. Significant work and training has been recently undertaken by all staff within the Housing department, to address the increased expectations of the Housing Ombudsman and the Regulator of Social Housing.
39. Repairs issues remain the primary complaint topics. This is consistent with other Housing providers across the sector. The Housing service is working to address a number of these areas and conducts a regular complaints review meeting every month to address issues.
40. The service is expanding in key areas, including a "Customer Experience Manager", who will lead on learning from complaints and addressing complaint issues at source. This is likely to be in place by December 2024.

4. Development and Building Control

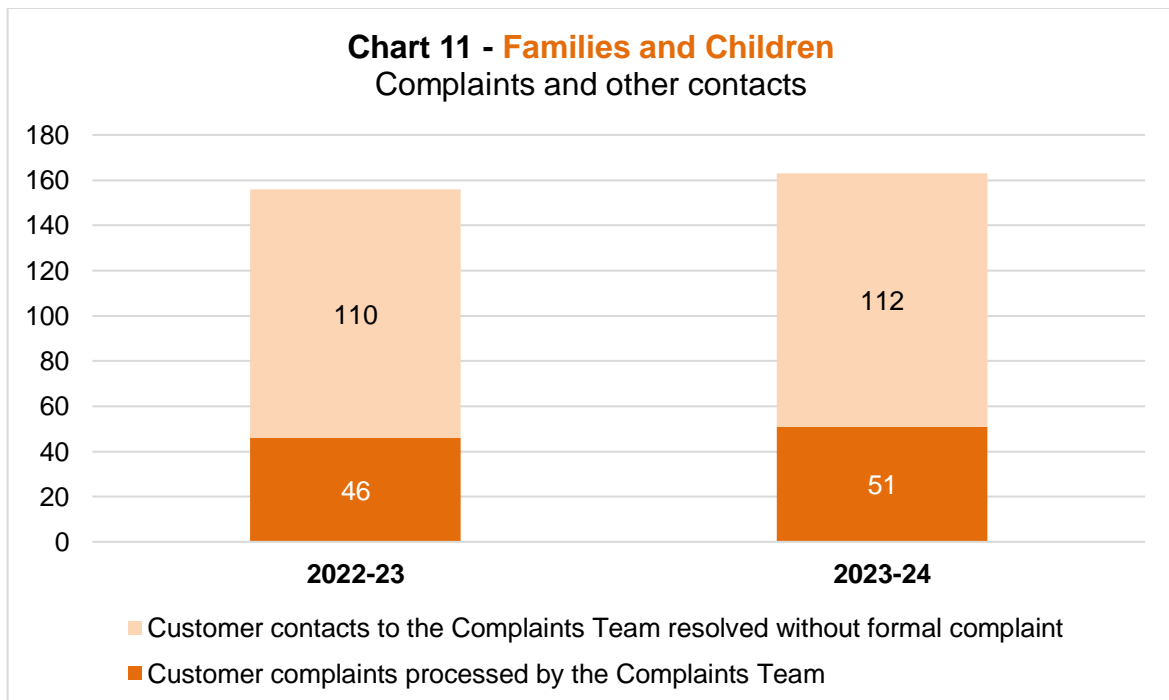


Complaints	
Number of complaints received	53 (11% of total / rank 4)
Change since previous year	12% decrease
% upheld or partially upheld by the council	15% (rank 8)
Common complaint topics	Development Management 38% Planning Enforcement 32% Building Control 17%
Service requests	
Number of service requests received	55 (3%)
Change since previous year	15% increase
LGSCO referrals	
Complaints referred to LGSCO by complainant	16
Change since previous year	15% decrease
Complaints upheld by LGSCO 2023-24	31% (5)

Remedy payments recommended by the LGSCO	2023-24: £10,000 2022-23: £0
------------------------------------------	---------------------------------

41. Planning complaints often relate to situations where there has been disagreement between officers and interested parties on the merits of planned development or the expediency to take enforcement action. When making decisions officers must consider the policies of the development plan and planning case law, as well as the circumstances of the site.
42. In some circumstances, complaints are received about the time it has taken to handle planning or enforcement matters. Often these matters are complex and require input from a range of people both within and external to the council.
43. The service is currently implementing an ambitious Planning Improvement Programme which will be making improvements across all areas of planning, through five projects focusing on workforce, ways of working, governance, customer service, and place-shaping. Part of this work will be looking at complaints and feedback to help shape future ways of working.
44. The remedy payments recommended by the LGSCO relates to for four different planning applications. All decisions have been shared with staff and the appropriate training undertaken with staff.

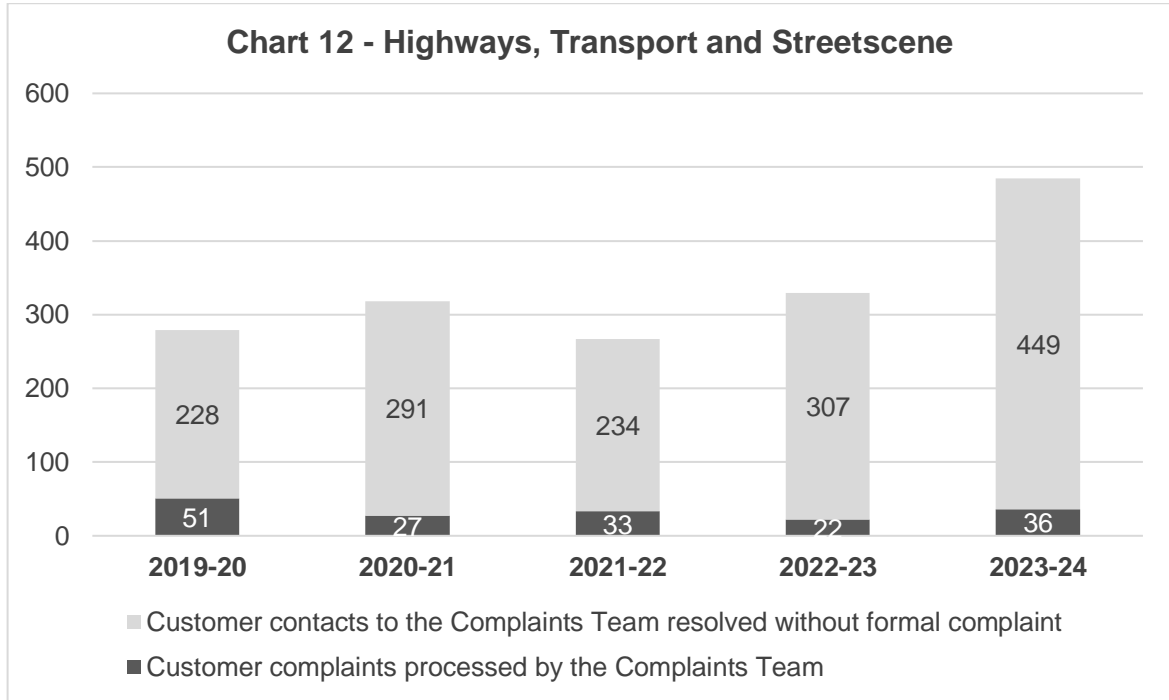
5. Families and Children



Complaints	
Number of complaints received	51 (10% of total / rank 5)
Change since previous year	11% increase
% upheld or partially upheld by the council	29% (rank 4)
Common complaint topics	Safeguarding 58% MASH 22%
Service requests	
Number of service requests received	112 (7%)
Change since previous year	2% increase
LGSCO referrals (figures also include Education & Skills)	
Complaints referred to LGSCO by complainant	22 (rank 1)
Change since 2022-23	41% decrease
Complaints upheld by LGSCO 2023-24	36% (rank 1)

45. An analysis of complaints within the Families and Children evidences strong performance within the service although there has been a 2% increase since 2022-23 in overall volume:
46. Of the 17 complaints considered at Stage 2 of the Procedure, nine were partially upheld and none were fully upheld. Of those nine that were partially upheld, no issues were identified regarding the safeguarding of children or young people or the support provided to families.
47. In terms of overall learning from these complaints, there were a few examples of slight inaccuracies of personal information within several assessments. However these did not impact upon services received, safeguarding of children or the quality of practice for the children and families we support.
48. The service is proactive in responding to concerns that arise and operational managers are skilled and confident in having one-to-one discussions with service users. This prevents a large number of issues from escalating to become formal complaints.

6. Highways, Transport and Streetscene



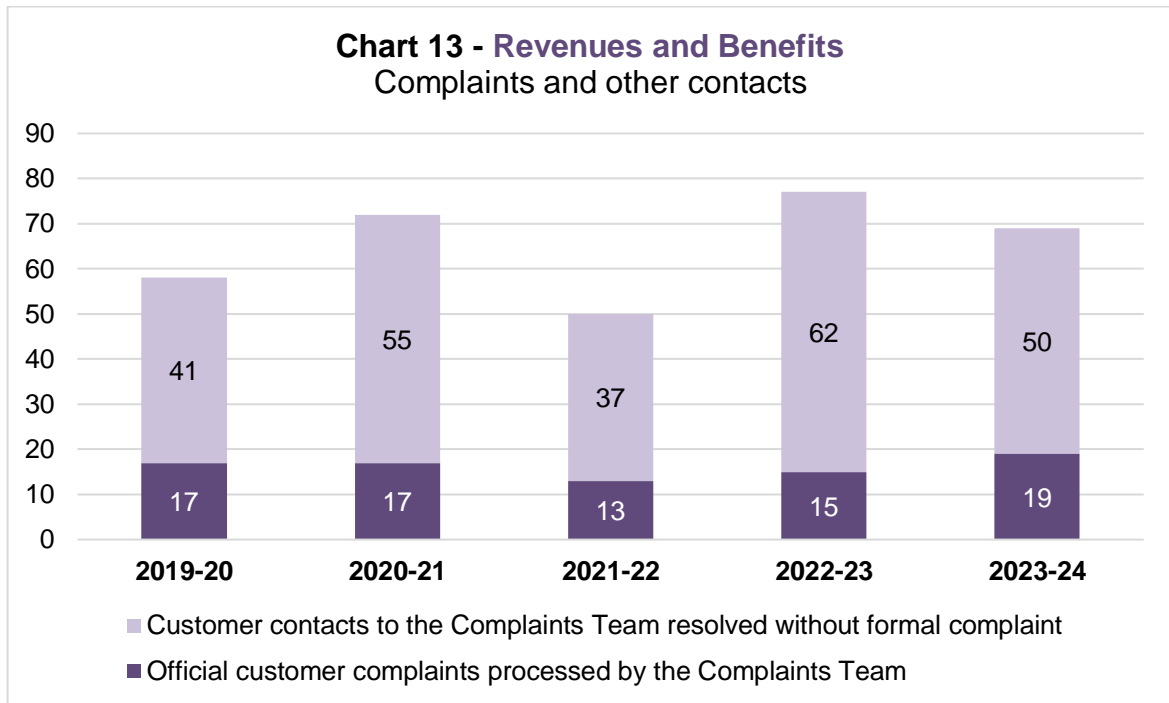
Complaints	
Number of complaints received	36 (7% of total / rank 6)
Change since previous year	No change
% upheld or partially upheld by the council	28% (rank 5)
Common complaint topics	Highways 46% Public transport 33%
Service requests	
Number of service requests received	449 (26% / rank 1)
Change since previous year	46% increase
LGSCO referrals	
Complaints referred to LGSCO by complainant	10
Change since previous year	60% increase
Complaints upheld by LGSCO 2023-24	0%

49. The service maintains over 4,400km of road and related infrastructure, along with 6,000km of public rights of way. Prevailing weather conditions of the last two winters have had an extremely detrimental effect on both highway condition and incidence

of flooding. This has meant that customer reports of defects have increased drastically and this is reflected in the number of service requests received. There has been significant increased investment in highways to address the issues raised.

50. Public transport coverage across Wiltshire remains high when compared with other similar local authorities. Many of the complaints received relate to buses not arriving, or arriving late. Shortages of drivers and the availability of resources can affect delivery of passenger transport functions, which can result in increased complaints and continues to be an issue, particularly in the Salisbury area. Other complaints around the condition of bus shelters and bus stops in general continue to be an issue. Where an immediate risk to safety is identified, these are rectified. A programme of identifying and prioritising bus shelter / bus stop condition is underway.
51. Following customer feedback, Highway Operations has reviewed its services, with the following outcomes:
 - Parking Services the replacement of parking machines is underway providing more a more reliable service, but also allowing all forms of payments to be undertaken;
 - Increased funding has allowed increased cleansing and enforcement of waste offences.
 - All the council's public electric vehicle charging points have been replaced.
 - Increased community support in partnership with its Streetscene contractor idverde.
 - Increased, and award winning, awareness cleansing campaigns.
 - Changes to services to meet the local demands, including more sweeping, weed treatment and grounds maintenance.
 - More local street scene service provision directly through the local town and parish councils to allow a more focused delivery, including the transfer of services in Trowbridge and working with Westbury Town Council for a delegation in 2025.

7. Revenues and Benefits

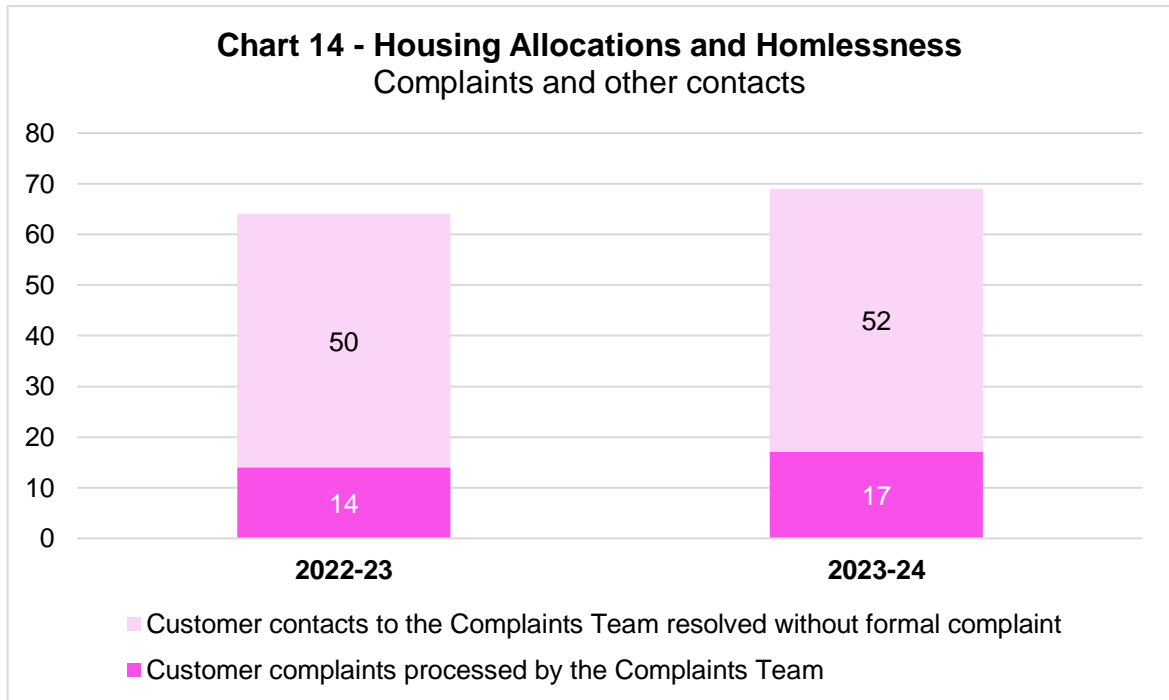


Complaints	
Number of complaints received	19 (4% of total)
Change since previous year	20% increase
% upheld or partially upheld by the council	44% (rank 2)
Common complaint topics	Council tax / NDRs 83%
Service requests	
Number of service requests received	50 (3%)
Change since previous year	19% decrease

52. The increase in complaints is consistent with the additional support schemes that the team had to deliver in response to the Cost of Living crisis; specifically the Energy Bills Support Scheme (EBSS) and Alternative Fuel Payment (AFP) scheme, which were both complex to administer, delivered at short notice and drew resources away from business-as-usual work. Ensuring households received the support they needed was often complicated, leading customers to question and challenge decisions. These schemes ended mid-way through the financial year when the team was able to focus on its core business.

53. The Service continues to receive complaints in respect of payment of council tax and the administration of benefit claims and faces a growing challenge from a small number of customers who persistently dispute their liability to paying council tax. It is hoped that with fewer support schemes to deliver the number of complaints will fall in 2024-25.

8. Housing Allocations and Homelessness

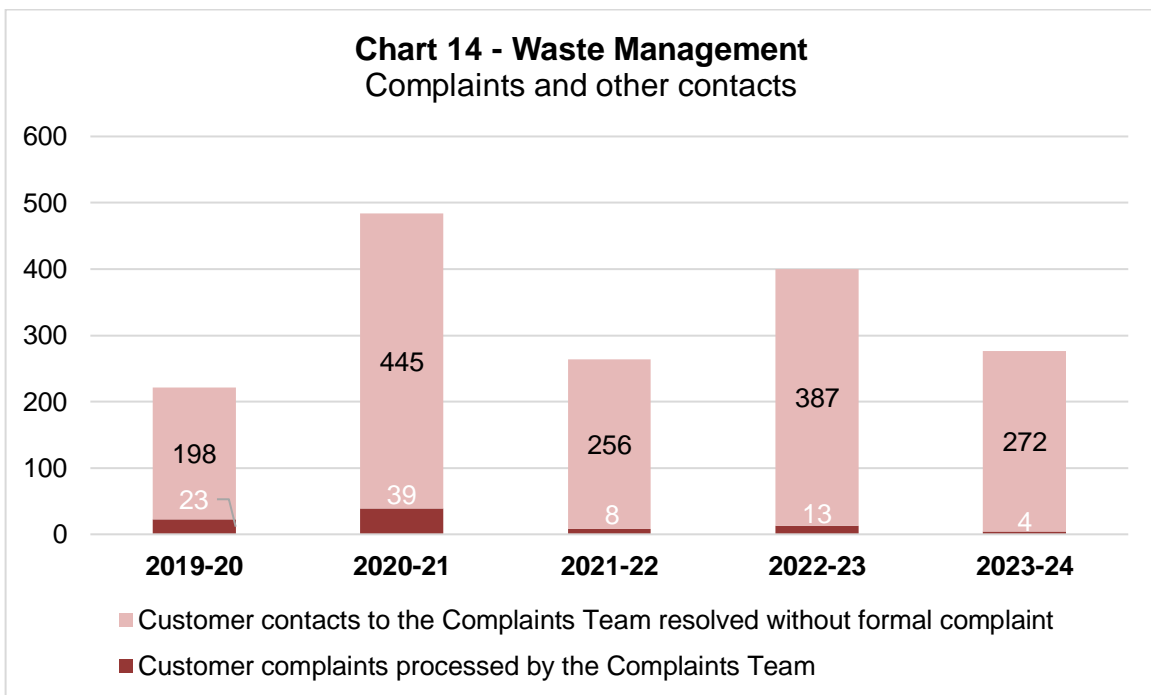


Complaints	
Number of complaints received	17 (3% of total)
Change since previous year	21% increase
% upheld or partially upheld by the council	18% (rank 7)
Common complaint topics	Homelessness 53% Allocations 47%
Service requests	
Number of service requests received	52 (3% of total)
Change since previous year	4% increase
Share of service requests received by the council	3%
LGSCO referrals	
Complaints referred to LGSCO by complainant	10

Change since previous year	25% increase
Complaints upheld by LGSCO 2023-24	10%

54. The small increase in complaints is much lower than the significant increase in demand that Housing Allocations and Homelessness continues to see due to continued issues associated with cost of living, domestic abuse and Section 21 notices asking families to leave their homes. We have also seen an increase in the complexity of the people requiring housing services, which is having additional impact on the department. It is also reassuring that 75% of the contacts with the Complaints team have been handled as service requests without the need to process a formal complaint.

9. Waste Management



Complaints	
Number of complaints received	4 (1% of total)
Change since previous year	69% decrease
% upheld or partially upheld by the council	0%
Service requests	
Number of service requests received	272 (rank 2)

Change since previous year	30% decrease
Share of service requests received by the council	16%
LGSCO referrals	
Complaints referred to LGSCO by complainant ⁷	1
Change since previous year	83% decrease
Complaints upheld by LGSCO 2023-24	0%

55. Waste Services regularly transact with every Wiltshire household, typically providing over 1 million collections of waste, recycling and garden waste every month. Whilst most households receive a regular collection of residual waste and dry recycling, around 35% of Wiltshire households also choose to subscribe to an optional garden waste collection service, which is subject to an annual charge.
56. The service regularly monitors the level of ‘successfully completed scheduled collections’ achieved by our contractors, Hills Municipal Collections Ltd, and for 2023-24 this was 99.89%. The high level of service delivery and reliability will have made a considerable contribution to the reduced number of service requests and the very low number of complaints. In addition, the systems that support the annual renewal of chargeable garden waste subscriptions have worked well, with subscribers now better versed in the need to open a My Wilts account before renewing their garden waste subscription and far fewer service issues arising from this than in the previous year.
57. The service is also responsible for the management and processing of all waste collected, including the operation of ten household recycling centres (HRCs) across the county, which typically generate around 1 million visits per year by Wiltshire residents. The figures shown in the report therefore need to be considered in the context of the scope and scale of all the services provided, plus the significant public and media interest that they attract. It is therefore pleasing to see the decrease in contacts compared with the previous year.
58. During 2023-24, Waste Services also implemented two public-facing initiatives that may have been expected to drive additional contacts, both under the “Recycling - Let's Sort It!” campaign banner. Firstly, from April 2023 a project aimed at improving the quality of materials presented by residents for kerbside recycling was launched, whereby recycling bins are now “rejected” where the contents are seen to be badly contaminated with non-recyclable items. Also from October last year, residents using the HRCs have been encouraged to sort their waste before arrival to ensure more waste is recycled at the sites. Where mixed waste has not been separated, sorting tables are now provided to allow residents to do this necessary material

⁷ Includes all complaints tagged by the LGSCO as regarding ‘Environmental Services & Public Protection & Regulation’

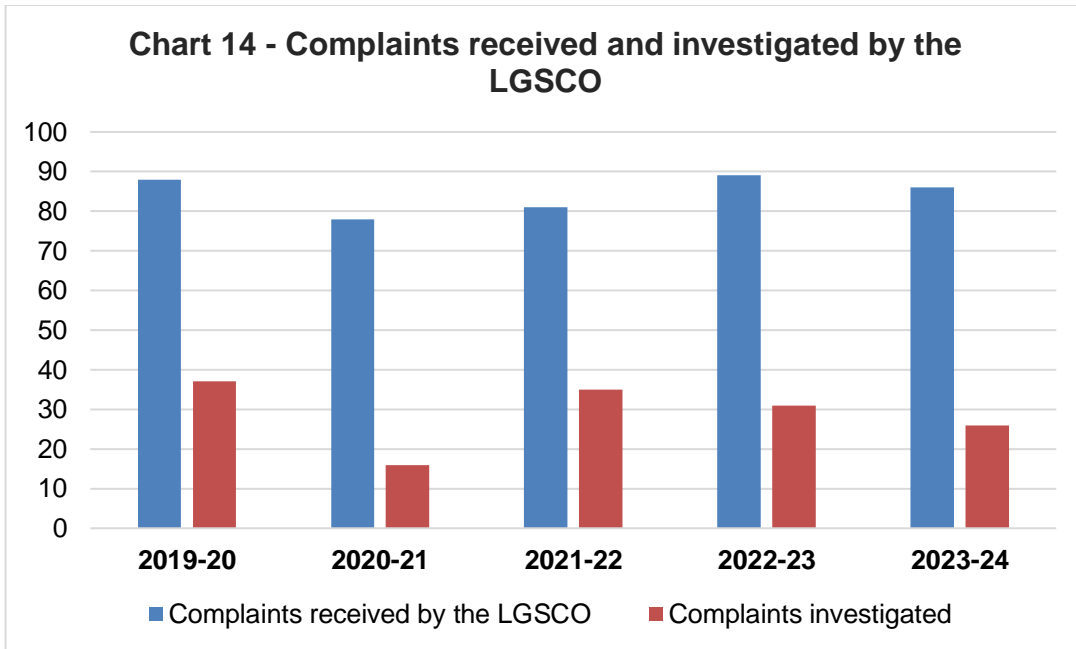
separation on site. Both schemes were actively supported by a targeted educational and promotional campaign, jointly developed by the service and Communications colleagues, and which was later nationally recognised after winning a national Local Authority Recycling Advisory Committee (LARAC) award for “best local authority recycling campaign”. The service credits this education campaign, backed up by resident engagement by the Waste Technical Officers and Engagement Officer, with ensuring that service users were informed of changes and supported with relevant information regarding why these new interventions were necessary, and therefore limiting unnecessary contact in the form of complaints.

Ombudsmen findings

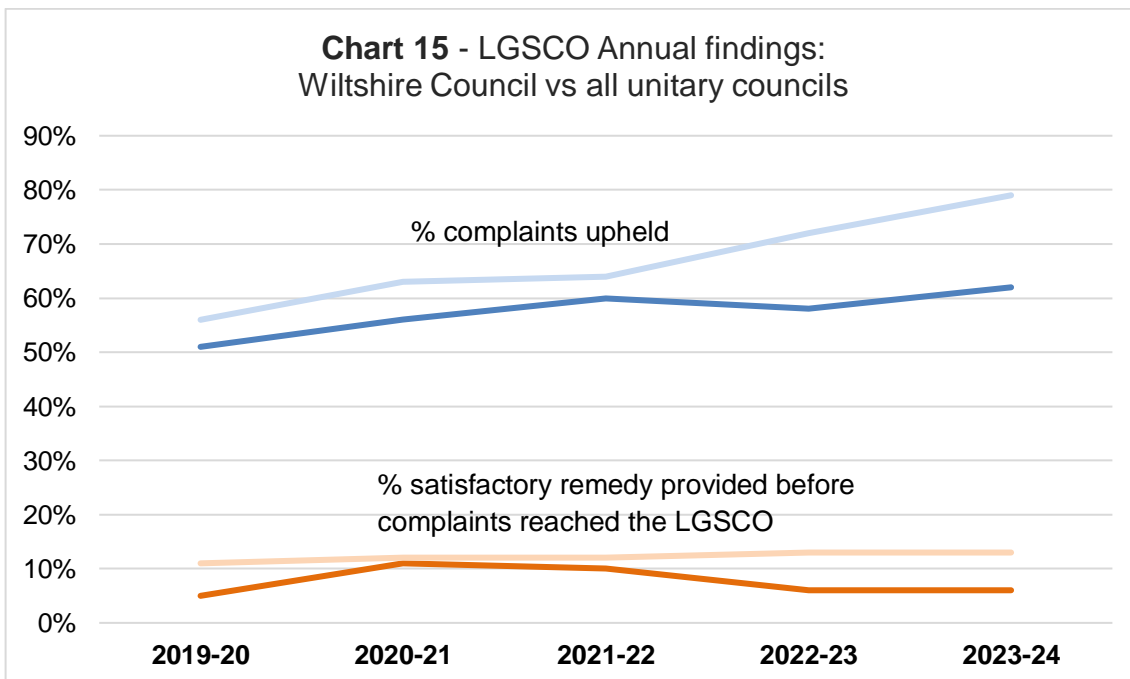
59. When residents are not satisfied with a local authority’s handling of, or response to, a complaint, they can ask the [Local Government and Social Care Ombudsman](#) (LGSCO) to consider the matter. When the complaint relates to the local authority’s responsibilities as a housing landlord, the complaint should be referred to the [Housing Ombudsman](#). When the complaint relates to pensions, it should be referred to the [Pensions Ombudsman](#). Normally, the appropriate Ombudsman will only consider complaints when all stages of the local authority’s complaints procedure have been completed.

Local Government and Social Care Ombudsman (LGSCO)

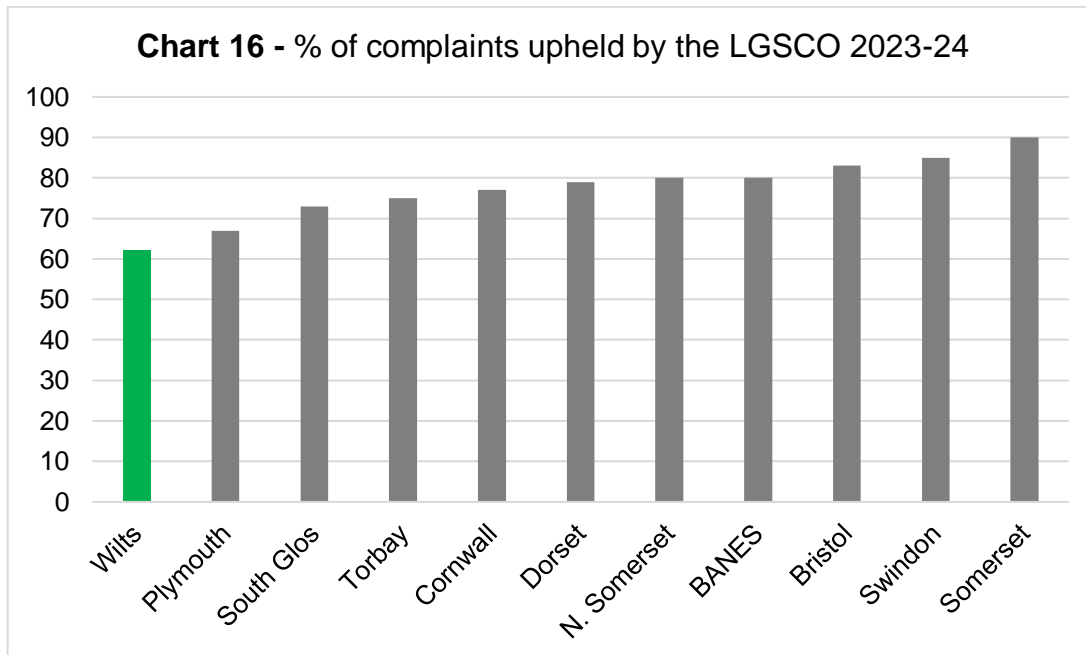
60. The LGSCO produces an review letter each year providing a summary of the complaints made to the LGSCO regarding every council, and the LGSCO’s findings in relation to those complaints that they investigated. The council’s 2023-24 letter and all previous letters are available on the LGSCO website ([link](#)).
61. In 2023-24, the LGSCO received 86 complaints regarding the council a slight **decrease** on the total received in 2022-23 (89) (see **Chart 14**).
62. Of the 86 complaints received, the LGSCO decided to investigate 26, a **decrease** on the number investigated in 2022-23 (31).



63. 62% of investigated complaints about the council were upheld by the LGSCO (16 of 26 investigations) (see **Chart 15**). This is:
- A small **increase** on the **percentage** upheld in 2022-23 (58%).
 - A **decrease** on the actual **number** upheld in 2022-23 (18).
 - **Better** than the average of 79% upheld against **unitary councils** nationally.
 - The **lowest** percentage of all unitary councils within the South West region (see **Chart 16**).



Light lines = unitary council average



64. In 100% of the complaints about the council that the LGSCO upheld and made recommendations about (16), the council complied with all LGSCO recommendations.

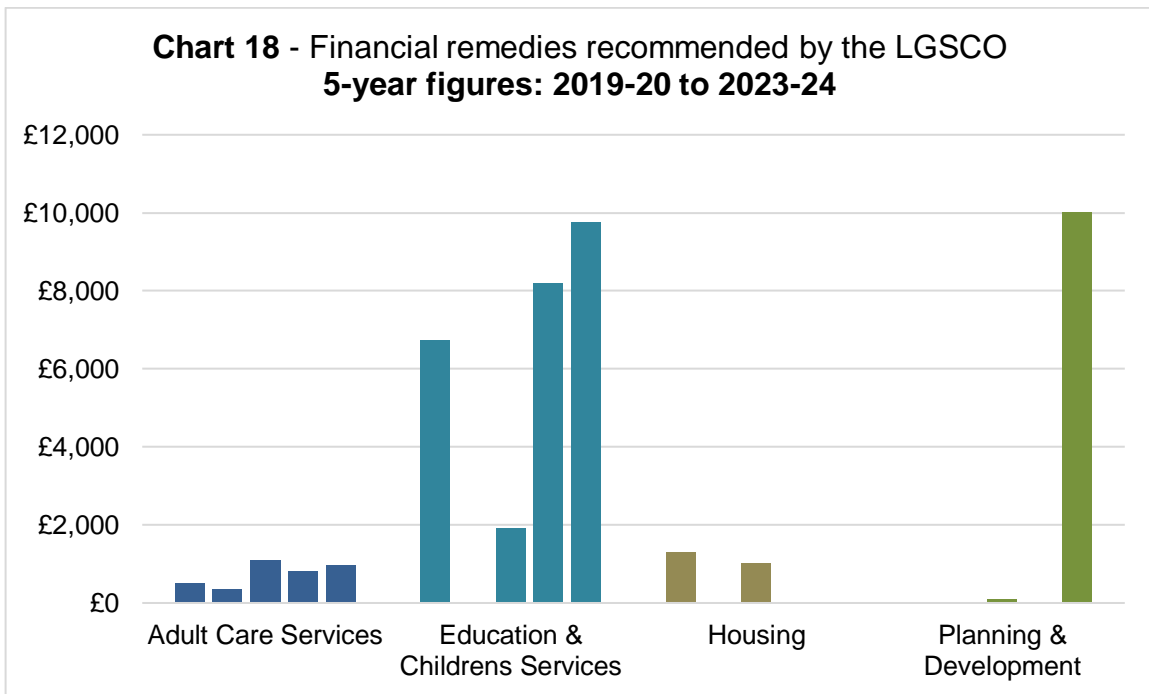
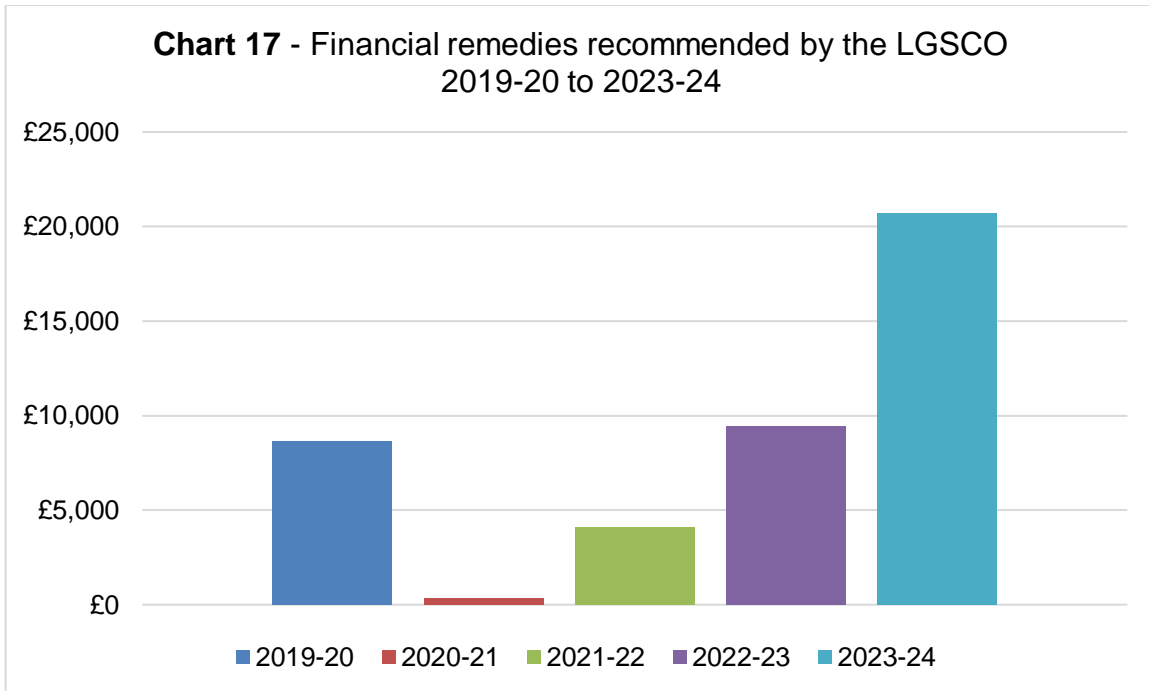
- This maintains the 100% shown for the past five years.
- This matches the 100% shown for all unitary councils.

65. In 6% of complaints the LGSCO upheld (1 of 18), the council had already provided a satisfactory remedy **before** the complaint reached the Ombudsman.

- This is the **same** as in 2022-23 (6%).
- This is **lower** than the 13% figure for all unitary councils nationally.
- Due to the low numbers involved, 13% compared with 6% represents only **one** additional satisfactory remedy.

66. Of the 16 complaints upheld by the LGSCO, 7 were regarding delays in the issuing or implementation of Education, Health and Care Plans (requiring £9,750 of remedial payments to complainants). 5 were regarding 'Planning and Development' (requiring 4 payments totalling £10,000 – see paragraph 44).

67. The total remedial payments required by the LGSCO was £20,700, an increase of 119% on the previous year (see **Charts 16 and 17**). National data on the remedy payments made by local authorities is not produced by the LGSCO so comparisons are difficult. However, it is reported that in 2023-24, Surrey County Council (which serves a population roughly double that of Wiltshire), paid £540,000 in remedial payments.



Housing Ombudsman

68. The Housing Ombudsman publishes annual landlord performance reports only for landlords with **five or more cases**. For 2023-24, the Housing Ombudsman did not investigate any complaints about the council ([link to published decision](#)). In this case, it was found that there were failures in the council's response to the leaseholder's report of a broken roof tile, including failures in communication and

some delays in complaint handling. The council was therefore required to pay the leaseholder £150 in recognition of the distress and inconvenience caused.

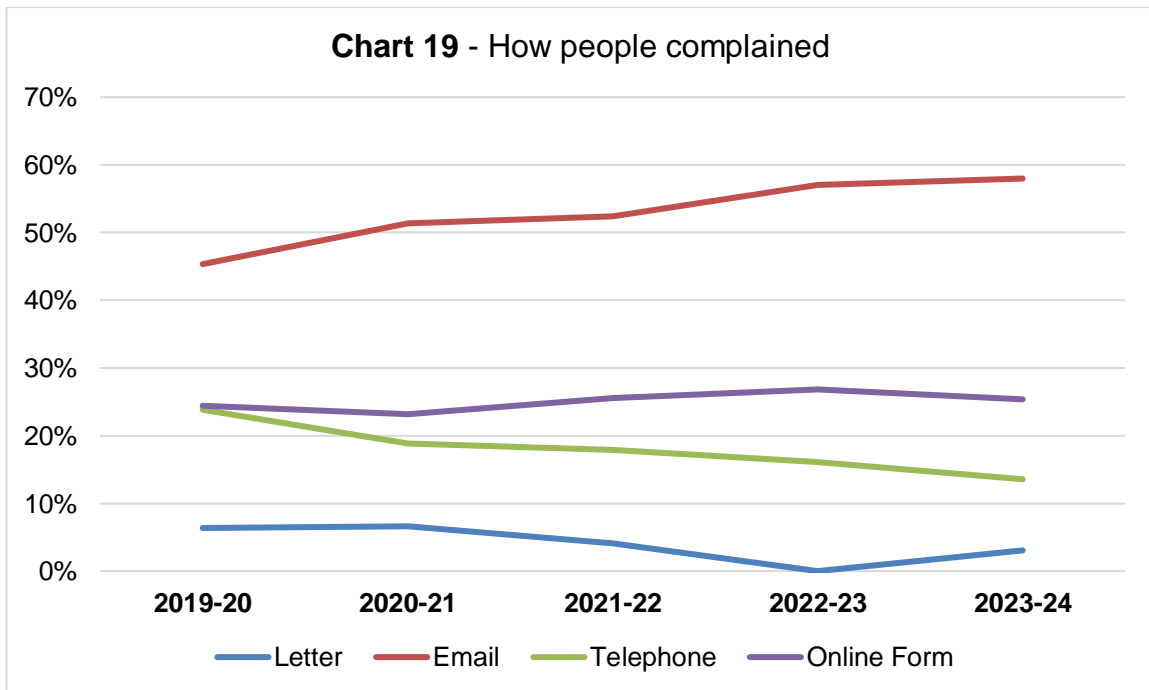
69. The Housing Ombudsman requires member landlords like the council to comply with its Complaint Handling Code ([link](#)), to promote its Scheme ([link](#)) and to conduct an annual self-assessment against the Code.

Pensions Ombudsman

70. In 2023-24, no complaints about the council in regard to pensions were considered by the Pensions Ombudsman.

How people complained

71. **Chart 19** shows that email continues to be the most popular method of submitting a complaint. No complaints were made in person.



Contact

If you would like further information, please contact Wiltshire Council's Complaints team:

Email: complaints@wiltshire.gov.uk Tel: 01225 718400

Further information

- Wiltshire Council Complaints webpage ([link](#))
- Wiltshire Council's corporate Complaints Procedure ([link](#))
- Making a complaint about Adult Social Care ([link](#))
- Children's social care: getting the best from complaints ([link](#)) (guide to the statutory Children's complaint procedure)
- LGSCO Annual Review Letters for Wiltshire Council ([link](#))
- Housing Ombudsman ([link](#)), its Complaint Handling Code ([link](#)) and Scheme ([link](#))
- Pensions Ombudsman ([link](#))

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17 July 2024

By email

Mr Herbert
Chief Executive
Wiltshire Council

Dear Mr Herbert

Annual Review letter 2023-24

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2024. The information offers valuable insight about your organisation's approach to complaints, and I know you will consider it as part of your corporate governance processes. As such, I have sought to share this letter with the Leader of your Council and Chair of the appropriate Scrutiny Committee, to ensure effective ownership and oversight of complaint outcomes, which offer valuable opportunities to learn and improve. In addition, this year, we have encouraged Monitoring Officers to register to receive the letter directly, supporting their role to report the decisions we uphold to their council.

For most of the reporting year, Paul Najsarek steered the organisation during his tenure as interim Ombudsman, and I was delighted to take up the role of Ombudsman in February 2024. I look forward to working with you and colleagues across the local government sector to ensure we continue to harness the value of individual complaints and drive and promote systemic change and improvement across the local government landscape.

While I know this ambition will align with your own, I am aware of the difficult financial circumstances and service demands that make continuous improvement a challenging focus for the sector. However, we will continue to hold organisations to account through our investigations and recommend proportionate actions to remedy injustice. Despite the challenges, I have great confidence that you recognise the valuable contribution and insight complaints, and their swift resolution, offer to improve services for the public.

Complaint statistics

Our statistics focus on three key areas that help to assess your organisation's commitment to putting things right when they go wrong:

Complaints upheld - We uphold complaints when we find fault in an organisation's actions, including where the organisation accepted fault before we investigated. We include the total number of investigations completed to provide important context for the statistic. This year, we also provide the number of upheld complaints per 100,000 population.

Compliance with recommendations - We recommend ways for organisations to put things right when faults have caused injustice and monitor their compliance with our recommendations. Failure to comply is rare and a compliance rate below 100% is a cause for concern.

Satisfactory remedy provided by the authority - In these cases, the organisation upheld the complaint and we agreed with how it offered to put things right. We encourage the early resolution of complaints and give credit to organisations that accept fault and find appropriate ways to put things right.

Finally, we compare the three key annual statistics for your organisation with similar authorities to provide an average marker of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

Your annual data, and a copy of this letter, will be uploaded to our interactive map, [Your council's performance](#), on 24 July 2024. This useful tool places all our data and information about councils in one place. You can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

Supporting complaint and service improvement

In February, following a period of consultation, we launched the [Complaint Handling Code](#) for councils, setting out a clear process for responding to complaints effectively and fairly. It is aligned with the Code issued to housing authorities and landlords by the Housing Ombudsman Service and we encourage you to adopt the Code without undue delay. Twenty councils have volunteered to take part in an implementation pilot over the next two years that will develop further guidance and best practice.

The Code is issued to councils under our powers to provide guidance about good administrative practice. We expect councils to carefully consider the Code when developing policies and procedures and will begin considering it as part of our processes from April 2026 at the earliest.

The Code is considered good practice for all organisations we investigate (except where there are statutory complaint handling processes in place), and we may decide to issue it as guidance to other organisations in future.

Our successful complaint handling training programme continues to develop with new modules in Adult Social Care and Children's Services complaint handling available soon. All our courses include practical interactive workshops that help participants develop their complaint handling skills. We delivered 126 online workshops during the year, reaching more than 1,700 people. To find out more visit www.lgo.org.uk/training or get in touch at training@lgo.org.uk.

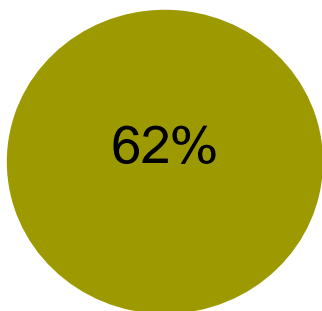
Returning to the theme of continuous improvement, we recognise the importance of reflecting on our own performance. With that in mind I encourage you to share your view of our organisation via this survey: <https://www.smartsurvey.co.uk/s/ombudsman/>. Your responses will help us to assess our impact and improve our offer to you. We want to gather a range of views and welcome multiple responses from organisations, so please do share the link with relevant colleagues.

Yours sincerely,



Amerdeep Somal
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Complaints upheld



62% of complaints we investigated were upheld.

This compares to an average of **79%** in similar organisations.

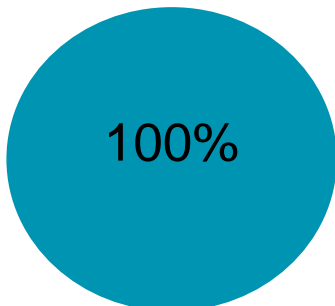
16
upheld decisions

This is 3.1 upheld decisions per 100,000 residents.

The average for authorities of this type is 4.6 upheld decisions per 100,000 residents.

Statistics are based on a total of **26** investigations for the period between 1 April 2023 to 31 March 2024

Compliance with Ombudsman recommendations



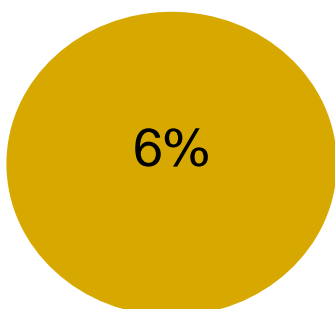
In **100%** of cases we were satisfied the organisation had successfully implemented our recommendations.

This compares to an average of **100%** in similar organisations.

Statistics are based on a total of **13** compliance outcomes for the period between 1 April 2023 to 31 March 2024

- Failure to comply with our recommendations is rare. An organisation with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

Satisfactory remedy provided by the organisation



In **6%** of upheld cases we found the organisation had provided a satisfactory remedy before the complaint reached the Ombudsman.

This compares to an average of **13%** in similar organisations.

1
satisfactory remedy decision

Statistics are based on a total of **16** upheld decisions for the period between 1 April 2023 to 31 March 2024

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Wiltshire Council

Overview and Scrutiny Management Committee

12 September 2024

Final Report of the Stone Circle Governance Task Group

Purpose

1. To present the conclusions and recommendations of the Stone Circle Governance Task Group for endorsement and referral onwards as appropriate.

Background

2. On the 26 September 2023 the Overview and Scrutiny Management Committee agreed 'to establish a task group to consider arrangements for scrutiny engagement on the council's activity in regard to its wholly owned Stone Circle companies and to bring proposals back to Committee'.
3. An online briefing was provided for all councillors on 29 November 2023. The presentation provided an overview of the development of the Stone Circle companies and key milestones to date.

Terms of Reference

4. The following terms of reference were approved by Committee on 25 January 2024.
 - a) To consider how Overview and Scrutiny should provide effective and proportionate scrutiny of the council's activity in relation to its Stone Circle companies.
 - b) To consider what aspects of the Stone Circle companies and the council's exposure to them should be the focus of that scrutiny (e.g., financial implications and risks to the council, meeting housing needs etc).
 - c) To consider what information Overview and Scrutiny will need to deliver this scrutiny.
 - d) To bring recommendations regarding the matters above to Overview and Scrutiny Management Committee.

Membership

5. The opportunity to take part in the task group was offered to all non-executive councillors and the following were appointed:

Cllr Richard Britton
 Cllr Richard Budden
 Cllr Adrian Foster
 Cllr Ruth Hopkinson (Chair)
 Cllr Gordon King
 Cllr Jacqui Lay
 Cllr Anthony Pickernell
 Cllr Mike Sankey

Methodology

6. The task group met on 5 occasions.

Date	Reason for meeting
13 December 2023	Scoping meeting for task group members only.
9 February 2024	The Purpose of Stone Circle companies - with Director of Legal and Governance and Principal Solicitor, Commercial team.
9 April 2024	Review of evidence for task group members only.
20 May 2024	Clarification of evidence, following review, with the Cabinet member for Housing, Deputy Chief Executive and Director, Legal and Governance.
26 June 2024	Review findings and agree recommendations. Task group members only.

Findings

7. When scoping the work of the task group, members agreed that they needed to broaden their knowledge of the Stone Circle companies to be able to make informed recommendations of oversight and scrutiny of Stone Circle governance.

Current governance and scrutiny arrangements

8. The terms of reference (TOR) for the Cabinet Shareholder Group are set out in Wiltshire Council's constitution with reference to its role in relation to council owned companies (Part 3C Appendix 1).
9. The shareholder group has delegated authority of Cabinet to ensure the performance of the companies is satisfactory.
10. The terms of reference for the shareholder group provides for Overview and Scrutiny engagement, stating 'Select committees will retain their scrutiny function

in relation to the Shareholder Board. Overview and Scrutiny Management Committee can call shareholder group to account for progress in relation to any company for which the Council is a shareholder and any returns it is making’.

11. The task group reflected that in practice the shareholder group had not been scrutinised by Overview and Scrutiny Management Committee and concluded that there needed to be mechanisms put in place that would prompt such scrutiny.
12. A focus for the task group was to explore whether that was best done through existing select committee structures or whether a new standing task group or similar needed to be established to shadow the shareholder group.

Purpose of Stone Circle Companies

13. The task group decided that central to any scrutiny of the governance of Stone Circle Housing and Stone Circle Development was a clear understanding of the purpose of each of the companies.
14. The task group recognised there was a difference in the purpose of Stone Circle Housing and Stone Circle Development which needed to be reflected in any ongoing scrutiny of the two companies.
15. Members noted that there isn’t a consistent statement of purpose used by all parties for either company. While this could allow for flexibility to meet changing needs, from a scrutiny perspective, it may also result in a drift of purpose.
16. At the time of setting up Stone Circle Housing and Stone Circle Development, the main reasons outlined in the Cabinet report, ‘Establishing a local housing company and local development company’ (15 January 2019), were to provide flexibility to the Council in meeting strategic housing needs, support the development of the Council’s assets and to support the local economy.
17. Specific housing needs cited in the report were ‘the lack of key worker accommodation’ and ‘accommodation to meet the needs of specific vulnerable households.’
18. The 2019 Cabinet report also anticipated a development company would both provide accommodation and deliver economic benefits that would ‘increase the potential return that could be generated from the developments.’
19. When the task group met with the Cabinet Member for Housing, Deputy Chief Executive and Director of Legal and Governance they sought clarification on the housing need being met by Stone Circle Housing that couldn’t be met in-house. They were advised that Stone Circle Housing provided housing to residents who wouldn’t be eligible for social housing through the Council’s Housing Revenue

Account (HRA) but would struggle with meeting private sector/market rents, and SCH is offering properties at LHA levels +10%.

20. A significant benefit continued to be the flexibility Stone Circle Housing offered to provide housing outside of the Council's Allocation Policy ([link](#)).
21. The task group were uneasy that this flexibility meant by-passing the choice-based lettings system Homes4Wiltshire, which prioritises housing to residents most in need.
22. Members noted that the performance data in the Stone Circle Group Business Plan for 2024-25 doesn't refer to meeting specific housing needs, for example, of key workers or vulnerable households. The business plans prior to 2024-25 were difficult to review as they didn't have an accompanying narrative.
23. In terms of Stone Circle companies meeting their economic purpose, task group members felt this may be too early to evaluate, but the economic impact of Stone Circle Housing and Stone Circle Development for the Council and Wiltshire residents should be a focus of ongoing scrutiny.
24. There was a distinction to be made in the performance of the two companies, with Stone Circle Development yet to complete a development.
25. To assess what specific housing needs were being met through Stone Circle Development and Stone Circle Housing, scrutiny would be looking for defined objectives and targets and evidence that this data was being collated and reviewed.

The interaction between Stone Circle Companies and Wiltshire Council in the provision of housing

26. When considering the relationship between the Council and Stone Circle, its wholly owned companies, members were unclear on the extent to which the two entities were aligned. The task group wanted to understand whether the organisations worked to the same policies, standards and values.
27. Both organisations are involved in the provision of housing, as landlords and in the development of housing. A key question raised by the task group was whether this had resulted in competition for resources or a drawing on Council resources that reduced the Council's capacity to deliver housing services.
28. Officers and the executive reflected that a working protocol might have been useful for officers when Stone Circle first started operating. However, in future the company would be managing its own resources and relying less on Council support. It was confirmed that when the Council had provided services for Stone

Circle on a commercial basis, with the Council reimbursed for the services they had provided.

29. The task group requested reassurance that the development of the Stone Circle companies is not being supported at the expense of core council housing services and wanted the amount reimbursed to Wiltshire Council to be published.
30. To further clarify the relationship between the organisations, the task group queried how land was prioritised for development. It was reported that the Council's HRA is always given priority and land is offered to Stone Circle Development only if the HRA has considered it unsuitable for its own development needs.
31. Members queried whether priority had always been given to HRA development in the past. Certainly, future scrutiny would want to be able to review decisions about land development and the basis on which those decisions were taken should be clear.
32. The task group thought there would be value in housing being scrutinised as a whole. If, for example, Stone Circle and the Council's housing services needed to comply with the same housing standards, it would make sense for the performance to be scrutinised together as it would allow for comparison, understanding of performance and greater awareness of Stone Circle operations.
33. However, in terms of the provision of landlord services, Stone Circle and HRA are not operating in the same way. The HRA is providing social housing and complies with standards set by the Regulator of Social Housing. Although Stone Circle Housing sets rents at below-market rates, it is not a social housing provider and does not report against the same key performance indicators.
34. The performance of Stone Circle Group in the delivery of homes and housing services could be scrutinised under the remit of the Environment Select Committee, but comparison of performance with HRA would not be meaningful as it would not be comparing like with like.

The management of risk in relation to the activities of Stone Circle Housing (SCH) and Stone Circle Development (SCD).

35. The Council has loaned £28m to Stone Circle Housing and £9m to Stone Circle Development.
36. The task group observed that Stone Circle is not operating with the same resources or infrastructure as the Council, noting the reference in the group Business Plan 2024/25 to plans 'to produce a full risk register in the coming year.'

37. The risk related to the financial investment seems to sit firmly with the Council and the shareholder group who manage the risk on behalf of the Council.
38. The task group wanted to know on what basis decisions are made to continue operations. Members were concerned that the forecasts made by Savills (property management and investment agents) in their report to Wiltshire Council, in November 2018, which formed the business case for setting up the companies, no longer applied because of external factors. The task group was informed that the shareholder group makes decisions based on the regular financial and performance information provided to it by the Stone Circle companies. Its decisions are informed by regular reporting of actual performance and up to date financial information.
39. The task group queried the assumption that the value of assets, that is property acquired by Stone Circle Homes, would cover any loss. Members were concerned that the long-term performance of the housing market was unknown and therefore questioned whether the possibility of house values going down had been factored in.
40. A key concern was the possibility of Wiltshire Council repeating the experience of other councils whose council-owned companies had amassed unmanageable debts. The task group wanted to know if there was an exit plan to prevent Wiltshire making the same mistake. Reassurances were given that the Council had learned lessons from other authorities and, following the governance review of 2021, made changes to strengthen the companies' governance arrangements, ensuring significant control for the Council. All loans come from the Council, business case approval must be made by the Council and senior officers are able to attend Stone Circle board meetings. The framework for governance was therefore in place, but still relied on regular and robust financial oversight of the Council's investment taking place.
41. While acknowledging the ongoing assessment of risks, the task group wanted the point at which accumulated loss was unacceptable to be defined.
42. The task group agreed that ongoing scrutiny should include a clear and easily understood quarterly financial report to include cost benefit analysis. It noted that the report would need to factor in, if possible, what the cost to the Council would be without having access to Stone Circle properties.

Scrutiny of the shareholder group

43. The task group considered whether scrutiny of Stone Circle governance was currently taking place at shareholder group meetings.
44. Those who had attended the meetings had expressed frustration at not having the same level of access to information as the shareholder group themselves,

which did not facilitate scrutiny. Stone Circle's business plans were made available to the task group, but they are not accessible to members or the public.

45. The task group considered whether raising questions at shareholder meetings, even with improved access to meeting papers, would provide sufficient scrutiny of risk management and decision-making.
46. On balance, the task group considered having a standing task group which shadowed the shareholder group would be a better way to provide consistent scrutiny and enable sharing of sensitive information with the non-executive members of the task group.
47. The task group proposed it would be beneficial to increase awareness of Stone Circle with all members. One way of doing that would be to disseminate shareholder group minutes to all members.
48. In addition, to further increase all members' awareness of the role of the shareholder group in overseeing Stone Circle activities, the task group suggested the publication of a simplified version of the shareholder groups terms of reference.

Conclusions

49. The reasons for setting up Stone Circle and its purpose has not been described in a consistent way. This makes it difficult to assess objectively whether the Stone Circle companies are meeting their intended purpose.
50. Information about Stone Circle is not easily available, and its low profile may have resulted in a general lack of awareness of the business and its operations.
51. The need to increase transparency was a recurring theme in the work of the task group. There were some quick wins identified to support this aim and raise awareness of Stone Circle's activities and role in relation to the council's business plan. In turn, it was hoped this could encourage wider engagement and scrutiny.
52. It was felt that further clarity was needed about the council's interaction with Stone Circle, a commercial company wholly owned by the council. The shareholder group terms of reference could clarify further the extent to which Stone Circle companies operated independently or followed Council standards in their operations.
53. The Shareholder Group meetings are open to members, however, without full access to information, scrutiny at these meetings is currently limited.
54. It is theoretically possible for members to raise questions relating to Stone Circle at the Overview and Scrutiny Management Committee. However, the task group

concluded a more structured scrutiny approach was needed to allow for scrutiny of the council's activity in relation to Stone Circle companies.

55. The task group agreed that there would be advantages to setting up a standing task group to consider Stone Circle governance.
56. However, the group did not reach unanimous agreement on the reporting route for the standing task group.
57. Members saw merit in reporting to Environment Select committee, as the committee with a remit to review housing. They could see there were advantages in Stone Circle being considered in context as part of the Council's wider strategy to meet the housing needs in Wiltshire.
58. Alternatively, as the work of the task group would cover scrutiny of the governance responsibility of the Cabinet Shareholder Group in the management of performance and corporate risk, the Overview and Scrutiny Management Committee could be a more appropriate reporting route.

Recommendations

The task group proposes the following recommendations for endorsement by the Overview and Scrutiny Management Committee:

- 1 That the council defines the purpose of both Stone Circle Housing and Stone Circle Development. The statement of purpose should include precise objectives and intended outcomes to enable ongoing scrutiny and to reference when reviewing performance and decision-making of Stone Circle Housing and Stone Circle Development. The statement of purpose, objectives and targets should be accessible to members and the public.**
- 2 That the council disseminates Cabinet Shareholder Group minutes to all members together with a simplified version of the shareholder group terms of reference to clarify the group's role and responsibilities in relation to Stone Circle Group.**
- 3 That the terms of reference for the Cabinet Shareholder Group includes clarification on the extent to which Stone Circle companies operate independently or follow Council standards in their operations.**
- 4 That a standing task group is set up to scrutinise the decisions of the shareholder group. The remit of the group would include**

- **scrutiny of Stone Circle Group business plans and the transparency of its information,**
- **the criteria applied in decisions about the development of land,**
- **the extent to which Stone Circle Housing and Stone Circle Development are each achieving their distinct purposes,**
- **the management of financial risk.**

Overview and Scrutiny Management Committee to agree whether the Environment Select Committee or Overview and Scrutiny Management Committee is the best reporting route for the task group.

Cllr Ruth Hopkinson (Chair), Stone Circle Governance Task Group

21 August 2024

Report author: Julie Bielby, Senior Scrutiny Officer, Julie.bielby@wiltshire.gov.uk, 01225 718702.

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Wiltshire Council

Cabinet

17 September 2024

Subject: Corporate Performance and Risk Monitoring Report 2024-25 Q1

**Cabinet Member: Cllr Richard Clewer
Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration, Heritage, Arts, Tourism, Health and Wellbeing**

Key Decision: Non-Key

Executive Summary

This report provides a quarter one update on performance against the stated missions in the Council's Business Plan 2022-32.

Proposals

Cabinet is asked to note:

- 1) Performance against the selected measures mapped to the Council's strategic priorities.
- 2) Progress in transitioning to the new Risk Management Policy.

Reason for Proposals

To provide Cabinet with a quarterly update on measures used to monitor progress against the 10 missions laid out in Wiltshire Council's Business Plan 2022-32, and progress transitioning to the new Risk Management Policy.

**Lucy Townsend
Chief Executive**

Wiltshire Council

Cabinet

17 September 2024

Subject: Corporate Performance and Risk Monitoring Report 2024-25 Q1

**Cabinet Member: Cllr Richard Clewer
Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration, Heritage, Arts, Tourism, Health and Wellbeing**

Key Decision: Non-Key

Purpose of Report

1. This report provides an update on the progress against the stated missions in the Council's Business Plan.
2. It provides measures of performance using data available at the end of Quarter 1.
3. The Q1 2024/25 Corporate Scorecard is attached to the report as Appendix 1.

Relevance to the Council's Business Plan

4. This report updates Cabinet on the performance against each of the stated missions contained in the Business Plan 2022-2032.

Background

5. Prior to the Business Plan's ratification at Full Council, Directors and Cabinet Members agreed a corporate performance framework that identified the measures that would initially be used to track progress against the 10 missions identified.
6. This framework was reviewed in January 2023, resulting in new measures being added and additional measures being reviewed, developed and improved.
7. Performance measures and targets on the Scorecard are owned and reported by the service to which they relate, and they continue to be reviewed and challenged at Performance Outcome Boards (POBs) and Groups (POGs) to inform recommendations and drive improvements. This ensures they are most representative of performance against a mission and allows for advanced scrutiny.
8. Risks are also owned by the service to which they relate, and are identified, scored, managed and reported on in accordance with the Council's recently updated Risk Management Policy. Support to services in managing their risks is provided by the Executive Office.

Main Considerations for the Council

Performance

9. The new Central POB continues to operate, meeting monthly and chaired by the Chief Executive Officer. Membership consists of the Corporate Leadership Team, as well as the Council Leader and Deputy Leader. The Central POB focuses on challenges to performance and horizon scanning, with recent meetings including discussion on highways, educational attainment, information governance, recycling and ecology consultations.
10. In May, the Council wrote an open letter to the Office for Local Government¹, challenging the selective and inappropriate use of performance data supplied by Oflog in a report by The Times on council performance. The article and the Council's response were discussed at May's Cabinet meeting. The LGA's chair raised concerns that neither DLUHC nor Oflog "stepped in swiftly to correct inaccuracies and misleading content". Neither DLUHC nor Oflog responded publicly to concerns raised by both local authorities and the LGA. We are currently waiting to see Oflog's direction and forward work programme following the introduction of the new government.

Corporate Performance Scorecard

11. To aid understanding and to highlight where new data is available, colours on the Scorecard have been updated. A light-yellow background now indicates measures where data has been updated for the current report. A white background indicates that no new data was available this quarter.
12. To improve clarity of reading, narratives provided on the Corporate Performance Scorecard in Appendix 1 will no longer be replicated on this report, except where additional contextual information is provided.
13. Targets have been reviewed and, where appropriate, updated for the new financial year. We note that for some measures, a change in arrow colour reflects ongoing improved performance against a new stretch target, rather than a drop in recent performance. Where this occurs, it is noted in the narrative.
14. No new data is available on the educational gap at key stage 4, nor on educational outcomes at key stage 4, either overall or specific to SEND, as exams and marking were still underway at the time the report was compiled. The next update to these datasets is expected to be published in the autumn.
15. Ofsted recently announced² that single-word judgements of overall effectiveness will be scrapped with immediate effect. The two measures that monitor the percentage of schools and early years settings rated good or outstanding by Ofsted will remain for this Q1 Scorecard, which reports performance from April to June 2024 when the ratings were still in effect. These two measures will be removed for future Scorecards and alternative indicators for school effectiveness will be explored, once more is known about the proposed replacement report cards.

¹ Available at [Open letter to the Office for Local Government - Wiltshire Council](#). [Accessed 29/07/2024].

² Ofsted Consultation outcome: "Hearing feedback, accepting criticism and building a better Ofsted: the response to the Big Listen" <https://www.gov.uk/government/consultations/ofsted-big-listen/outcome/hearing-feedback-accepting-criticism-and-building-a-better-ofsted-the-response-to-the-big-listen#summary-of-actions> [Accessed 03/09/2024].

16. The number of hectares of new tree/woodland planting has been updated to better reflect the data that is available. The measure captures the total hectares of new woodland that is planted in the county, including both those facilitated by the Woodland GAPS team and those planted independently. As it is not possible to quantify the proportion of this woodland that is publicly accessible or planted manually, the measure has been moved from the 'We Stay Active' mission to the 'On the Path to Carbon Neutral' mission of the Business Plan.
17. Following a review of Highways performance data, new measures have been added on the percentage of P2 and P3 potholes repaired within the designated time period. The measure on car parking income has been removed, as it was felt that it was not informative about Council performance.
18. There is a delay in reporting of the percentage of reported antisocial behaviour cases resolved within 60 days. This is due to transition to a new case management system, meaning recent data is incomplete. A full report for Q4 2023/24 and Q1 2024/25 is anticipated for the Q2 report in November.
19. Following discussion at Cabinet on 7 May 2024, the metric on voter turnout at neighbourhood plan referendums has been removed from the Corporate Performance Scorecard.
20. The previously reported dataset on level 4 skills is no longer being updated by NOMIS. This has been replaced by a new measure – RQF4 and above qualifications. There is no historic data available for the RQF dataset and it is not comparable to the previously reported level 4 skills dataset. Both datasets are currently reported on the Scorecard, albeit with a data gap for 2022, and the older level 4 skills data will slowly be replaced as new RQF data becomes available.
21. No new data on gross weekly pay or gross disposable household income has been published since the previous scorecard reported in 2023/24 Q4.
22. Bus usage at both the national and local level has struggled to return to pre-covid levels, and only now are some areas of the country seeing bus patronage returning to levels seen before the pandemic. In 2019/2020 there were 9.4 million passengers boarding buses in Wiltshire, but this dropped to 3.4 million in 2020/21. However, since then, there has been sustained growth and the latest figures for Wiltshire (8.7 million) shows that we are making positive progress towards increasing patronage. The Department for Transport have been supporting the bus market with introduction of the National Bus Strategy, initiatives such as the £2 single fare and more recently BSIP 2 funding, given to many Local Transport Authorities including Wiltshire, which is intended to restimulate the market by funding improvements in the provision of public transport. Despite this, a national shortage of bus drivers and a significant increase in contract costs for supported local bus services still pose a risk to the successful recovery of the bus market. There are also significant concerns that should central government cease to fund or reduce bus initiatives going forward, then it may be very difficult to sustain passenger growth.
23. No new data on the number of rail journeys has been published since the previous scorecard reported in 2023/24 Q4. The next update to this dataset is expected to be published in December 2024 and will be included in the 2024/25 Q3 report.

24. No new data on the percentage of 4G mobile phone coverage from all providers has been published since the previous scorecard reported in 2023/24 Q4. The next update to this dataset is expected to be published in September 2024 and will be included in the 2024/25 Q3 report.
25. There was an overall increase in the tonnage of household waste sent to landfill, which has negatively impacted the overall recycling rate, despite an increase in garden waste collected for composting at the start of this financial year. This was because, for a period of time, some of the materials already rejected by the recycling sorting facility that were typically sent to landfill, were instead stockpiled to allow them to be sent to an alternative facility for additional processing on a trial basis, to extract any remaining recyclable material. This trial quickly proved to be unsuccessful, and so the remaining stockpiled “reject” material was therefore landfilled, to avoid incurring additional haulage costs with little additional recovery of recycling.
26. We note that the most recent data for Wiltshire’s greenhouse gas emissions was published in June 2024, for the 2022 calendar year. Prior to Q1 2022/23 only CO₂ was reported. However, the indicator and historic data now includes greenhouse gases (methane and nitrous oxide), and not just carbon dioxide. Use of this wider dataset will align with the Anthesis Pathways report, the recommendations of which were for all greenhouse gas emissions. As such, current and historic figures are larger than for reports prior to Q1 2022/23.
27. No new data for Wiltshire’s renewable energy capacity has been published since the last scorecard reported in 2023/24 Q4.

Risk

28. Risks are now being identified, managed and reported under the new Risk Management Policy, approved by Cabinet in May (item #66). All risks are currently being transitioned to the new framework, which has involved re-scoring risks against the new 5x5 scoring matrix.
29. Implementation of the new policy has been supported by the Executive Office through new guidance, as well as a series of talks presented to Directorate SMTs and bespoke risk review sessions for Services.
30. Officers continue to meet regularly with Internal Audit to review progress against the agreed action plan, which was reported to November’s Audit and Governance Committee meeting. Work continues to progress well on outstanding actions, which are almost complete.
31. The Strategic Risk Working Group has continued to meet quarterly. The group, chaired by the Director of Legal and Governance and including representatives from each of the corporate directorates, has reviewed progress against the Internal Audit Action Plan and progress with implementation of the Risk Management Policy
32. The Strategic Risk Working Group is currently undertaking a review and update of the Council’s strategic risks. This comprehensive piece of work is incorporating feedback from the Extended Leadership Team, to ensure that the strategic risks accurately capture the full range of activities conducted by the Council and reflect the strategic threats to the Council’s ambitions, responsibilities, and strategic priorities.

33. A draft set of strategic risks has been developed, listed below, and work continues to ensure that these are appropriate and accurately defined. The new set of risks will be reported to a future Cabinet:

- a. Failure to deliver statutory responsibilities
- b. Failure to respond to emergencies
- c. Failure in safeguarding
- d. Lack of suitable governance processes
- e. Lack of financial resilience and sustainability
- f. Inability to withstand the impact of excessive inflation on suppliers
- g. Lack of commercial and contractual oversight
- h. Failure to recruit and retain staff
- i. Failures in corporate health, safety & wellbeing
- j. Lack of ICT resilience and security
- k. Failure to achieve Net Zero ambitions
- l. Increasing vulnerability to climate impacts
- m. Inability to provide sufficient social care placements to meet demand within available budgets
- n. Failure to deliver strategic housing aspirations
- o. Failure to deliver strategic employment and economic aspirations
- p. Failure to achieve full statutory landlord compliance
- q. Impact of negative media/social media coverage on council

34. Risks continue to be identified, defined, reviewed, and managed in service areas.

35. There are 208 risks currently identified and scored in the corporate risk management process at the time of print, not including the national risks that are managed by the Local Resilience Forum. This has increased since the last report in Q4 2023/24 as new risks have been identified following a review of risks as part of the transition to the new framework.

Transformation

36. A briefing note is attached in Appendix 2 setting out the portfolio of projects currently being undertaken by the Transformation Directorate. Projects are mapped to both Directorates and to the Business Plan's missions.

Future Developments

37. Work continues with officers to complete transition of corporate and service risks to the new scoring framework. Progress with this is likely to accelerate now that most Directorate SMTs have received training.

38. In accordance with the new Risk Management Policy, future Cabinet risk summaries will include exception reports of corporate risks, as well as the Council's strategic risks, to allow offices to scrutinise all risks that currently reflect a significant threat to the Council's activities.

Safeguarding Implications

39. There are no direct safeguarding implications arising from the report. However, performance for a number of key metrics relating to the safeguarding of children and adults is reported, allowing for strategic oversight of safeguarding considerations.

Action is taken where improvements in performance are required, or where risks increase or new risks present.

Public Health Implications

40. There are no direct public health implications arising from this report. However, performance for a number of key public health metrics is reported, allowing for strategic oversight of public health considerations. Action is taken where improvements in performance are required, or where risks increase or new risks present.

Procurement Implications

41. There are no procurement implications arising from this report as it is for information only and no decision is required.

Equalities Impact of the Proposal

42. There are no equalities implications arising from this report as it is for information only and no decision is required.

Environmental and Climate Change Considerations

43. There are no direct environmental implications arising from this report. However, performance for a number of key environment metrics is reported, as are two climate-related risks, allowing for strategic oversight of environmental and climate change considerations. Action is taken where improvements in performance are required, or where risks increase or new risks present.

Workforce Implications

There are no direct workforce implications arising from this report.

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

44. This is not applicable as the report is for information only and no decision is required.

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

45. This is not applicable as the report is for information only and no decision is required.

Financial Implications

46. There are no direct financial implications arising from this report as it is for information only and no decision is required.

Legal Implications

47. There are no direct legal implications arising from this report as it is for information only and no decision is required.

Overview and Scrutiny Engagement

48. The Overview and Scrutiny Management Committee (OSMC) are due to consider this report and associated appendices in their meeting on 12 September 2024.
49. At their meeting on 29 May 2024, the Committee asked a number of questions relating to measures on the 2023/24 Q4 Corporate Performance Scorecard.
50. The discussion was captured fully in the minutes³, and all actions and follow ups have been completed.

Options Considered

51. There are no options to consider as the report is for information only and no decision is required.

Conclusions

52. This report brings together the expanded list of corporate performance indicators and supplementary commentary to provide further context around the Council's activities in these areas, as well as an update on transition to the new Risk Management Policy.

Perry Holmes

Director - Legal and Governance

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Appendices

Appendix 1 – Performance Scorecard 2024/25 Q1.

Appendix 2 – Transformation projects briefing note.

Background Papers

Risk Management Policy 2024.

³ Overview and Scrutiny Management Committee minutes for 29 May, agenda item 28: [Agenda item - Democratic Services - Wiltshire Council](#) [Accessed 30/07/2024].

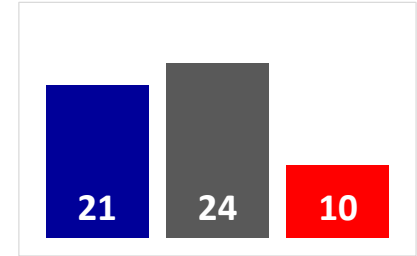
Wiltshire Council Performance Scorecard - 2024/25 Quarter One

Of the 58 indicators on this scorecard 45 (77.6%) were ranked as either positive or neutral in terms of improved performance.

Arrows show the direction of travel. Blue indicates a measure is at or better than target or within a target range. Grey indicates a measure is slightly outside the target but heading the correct direction, or is likely to be on target by the stated deadline. Red is substantially worse than target. The graph to the right summarises how many measures fall into each category.

All measures show a rolling 12-month average or cumulative total, unless stated, with most recent figures presented even though these may not represent a full quarter.




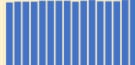

Figures for the previous two quarters or years may have been updated since first reported to incorporate new or updated data.












Gold shaded measures have been updated this quarter


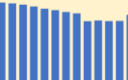



Unshaded indicators have no new data available this quarter

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
We Get the Best Start in Life								
Educational Gap: Phonics (The percentage point gap at Year 1 between pupils receiving the pupil premium and their non-disadvantaged peers - achieving phonics. The gap specific to maintained and academy schools is also provided.) Source: Nexus	Below national benchmark (16.6%) by August 2025	21.0% (2021/22)	23.7% 22.8% (M) 23.1% (A) (2022/23)	19.9% Provisional 19.2% maintained 20.5% academy	Jun-24	annual - academic year	 Lower is better	Early provisional data suggests we have reduced the educational gap since last year. Final published data is likely to change once full validation has been completed nationally and will be available in September/October. This remains a priority area for improvement aligned with the disadvantaged strategy.
Educational Gap: KS4 (The percentage point gap between pupils receiving pupil premium and their non-disadvantaged peers - achieving 5+ in English and Maths at KS4) Source: Gov.uk Explore Education Statistics	Below national benchmark (27.0%) by August 2025	31.7% (2021)	32.2% (2022)	32.6% 23.5% maintained 38.4% academy	Aug-23	annual - academic year	 Lower is better	The target is to reduce the gap to be in line with national at 27% by August 2025. The strategy is to continue the positive trajectory of maintained school outcomes in all areas, accelerate outcomes in academies to address the gap and to extend our reach to schools and secure wider engagement. Factors contributing to outcomes in maintained schools include the 3 year systematic, structured SIA programme, responsive strategy, CPD, significant partnerships and collaborations and a tiered approach. The gap is not as large in the maintained schools, but there is a caution in that only 4 schools are maintained in then Secondary sector. The performance though is encouraging. The gap is wider with academies but even within this, there is variance between Trusts and within Trusts. Academies have engaged in the Affordable School Strategy and through the Wiltshire Learning Alliance this year. Performance for 20/21 and 21/22 is not comparable as assessments were completed differently during Covid.



Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Overall educational outcomes: KS4 (Educational attainment for ALL pupils - Percentage achieving grade 5+ in BOTH English & Maths ('Basics') at KS4) Source: Gov.uk Explore Education Statistics	Between 48% and 50%	52.5% (2021)	48.6% (2022)	44.8% 31.7% maintained 46.6% academy	Aug-23	annual - academic year		Wiltshire performance for 2023 was 44.8%, which is a slight decrease from 2022 at 48.6%. The national level for 2023 was 45.3%. Caution should be taken when looking at the performance of maintained schools against academy given the number of schools that are maintained is significantly smaller. Please note that the academy data includes the grammar school sector, which makes comparisons in KS4 slightly nuanced. Performance for 2020/21 and 2021/22 is not comparable as assessments were completed differently during Covid.
Educational outcomes specific to SEND: KS4 (Educational attainment for SEND pupils with an EHCP - Percentage achieving grade 5+ in BOTH English & Maths ('Basics') at KS4) Source: Gov.uk Explore Education Statistics	Between 8.5% and 10.5%	6.6% (2021)	9.9% (2022)	8.0% 6.6% maintained 8.6% academy	Aug-23	annual - academic year		The national level for 2023 was 6.6%. Caution should be taken given the low numbers of SEND pupils in the four maintained schools. The overall performance of SEND pupils in academies is a positive in terms of performance outcomes and correlates with the overall profile across the whole sector. Performance for 2020/21 and 2021/22 is not comparable as assessments were completed differently during Covid.
Percentage of EHCPs issued within 20 weeks on time with no exceptions Source: Wiltshire Council	Above 40%	26.0% (Q3)	26.2% (Q4)	24.3%	Jun-24	average over last 12 months		Q1 performance was variable, with a low in May of 20% but two stronger months in April and June (29% and 34% respectively). Early figures for July show timeliness at 44% and our average monthly timeliness for Q1 (28%) is higher than the average for the previous 3 quarters (23.5%). Demand for assessments continues to be high in Wiltshire. There continues to be fluctuations in the monthly request rate but overall the upward trend in demand continues.
Percentage of schools rated good or outstanding by Ofsted (Includes primary, secondary and specialist schools) Source: Ofsted via Perspective Lite database	Above national average (90%)	83.3% (Q3)	84.0% (Q4)	87% 85% maintained 89% academy	Apr-24	current position		The percentage of schools that are Good or Outstanding has continued to increase with a steady improvement in performance. However, at 87% it still remains below the current target of 90% - the national average - and is also slightly below the south west average of 88%. Overall data is only available to the end of April due to the pre-election purdah. The breakdown by type of schools is for the full quarter.
Percentage of early years settings rated good or outstanding by Ofsted Source: Ofsted via LATE and FID databases	Above 98%	97.65% (Q3)	97.63% (Q3)	98%	Jun-24	current position		We are currently at 97.63% of all registered Early Years provision in Wiltshire being graded at least Good by Ofsted.

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
We Stay Active								
Percentage of Children who are Physically Active Source: Active Lives Children and Young People Survey, Sports England	Above 60% over course of Business Plan	53.7% (2020/21)	47.8% (2021/22)	56.7%	Jun-24	annual figures with a 1 year lag	 <p>Higher is better</p>	The most recent data from 2022/23 has seen an upward trend in Wiltshire of around a 9% increase from the previous year. This is encouraging following a slight drop in children's physical activity levels in 2021/22. Whilst the average for England (47%) has stayed relatively stable, this years' data shows Wiltshire is now above the national average. However, it is worth noting the England values are drawn on a larger sample from each of the local authorities so caution is needed when interpreting the data. Sport England suggest caution when comparing with previous academic years due to a difference in the response profile.
Percentage of Adults who are Physically Active Source: Sports England Active Lives Survey	Above 75% over course of Business Plan	72.9% (2020/21)	71.9% (2021/22)	70.6%	Jun-24	annual figures with a 1 year lag	 <p>Higher is better</p>	Although there was a small variation around 70-72% in each of the last four years, the data for Wiltshire (70.6%) continues to be above that for England (67.1%) and similar to that for the region (71.7%). Wiltshire figures are not quite on target but the slight dip in figures in 2022/23 are in line with national and regional reflections. Data is based on subjective survey responses.
Number of visits to Council-run leisure centres Total monthly visits based on membership card swipes and walk-in payments. Excludes other visitors. Source: Wiltshire Council	Above 2,000,000 per year	1,748,172 (Q3)	1,792,494 (Q4)	2,089,279	Jun-24	cumulative total over last 12 months	 <p>Higher is better</p>	The 41% increase in footfall, when comparing to Q1 in 2023, is in the main due to leisure collating the data using a different methodology that now captures all footfall including swimming lessons and other courses; as a result the target has also increased significantly. Memberships continue to grow which is also a contributory factor.
Number of library visits (Cumulative total over 12 months) Source: Wiltshire Council	Above 1,500,000 per year	1226461 (Q3)	1275043 (Q4)	1,323,032	Jun-24	cumulative total over last 12 months	 <p>Higher is better</p>	At the end of Q1 library visits are up +17.3% compared to the same 3 month period last year and are at 85% of pre-pandemic levels, ahead of the national trend. This is an improvement on the pre-pandemic figures at the end of the 2023/24 financial year when recovery had reached 82.8%. Work on improving visitor numbers continues. Over 100 activities are planned across libraries during the summer holidays, supporting children to engage in literacy and cultural based activities with the aim of retaining and building on of their reading skills and imagination over the summer holidays. These activities run alongside the Marvellous Makers Summer Reading Challenge taking place until 7 September. Note that the change in arrow colour reflects ongoing improved performance against a new stretch target.



Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Percentage of people in their own homes 91 days after entering the reablement service Source: Wiltshire Council	Between 80% and 90%	82.51% (Q3)	83.80% (Q4)	84.40%	Jun-24	average over last 12 months	 Higher is better	The outcome at 91 days shows the longer term affects of reablement and its ability to maintain and support people to remain in their own homes. Wiltshire Reablement performs well in this area which demonstrates the effectiveness and success in supporting longer term outcomes. The outcomes achieved are representative of the model of service, which offers the opportunity to rehabilitate under a therapy led programme - Wiltshire reablement is an inclusive service and does not apply a selective criteria.
We are Safe								
Repeat referrals to Children's Services (% referrals within 12 months of previous referral) Source: Wiltshire Council	Between 14% and 20%	17.5% (Q3)	17.5% (Q4)	18.1%	Jun-24	average over last 12 months	 Lower is better	Whilst our rate remains within target, we have seen an upward trend over the last four quarters. Audits have assured us of appropriate threshold application, although this will be monitored by way of detailed exception reporting into POB each quarter given the continued rise.
Percentage of children in care fostered within Local Authority provision (Excludes Connected Carers) Source: Wiltshire Council	Between 42% and 48%	42% (Q3)	41% (Q4)	41%	Jun-24	average over last 12 months	 Higher is better	Performance has dipped slightly into Q1. There has been a significant increase in foster carers recruited in Q1, alongside the launch of the South West Fostering Recruitment and Retention Hub which is a positive direction of travel for increasing our number of foster carers.
Adult Safeguarding								
Percentage of S42 Outcomes Met (% of statutory enquiries into possible abuse or neglect [section 42] in which set outcomes were met) Source: Wiltshire Council	Between 95% and 100%	96.8% (Q3)	96.8% (Q4)	97.5%	Jun-24	average over last 12 months	 Higher is better	Strong performance continues, which is well within target range and on a positive trajectory.
Number of adult social care providers currently rated inadequate in CQC Inspections Source: Care Quality Commission	0 (no inadequate providers)	0 (Q3)	0 (Q4)	0	Jun-24	current position	 Lower is better	There are no care homes in Wiltshire currently rated by the CQC as Inadequate.

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
<p>Number of working-aged adults in residential care (Long-term support needs of younger adults aged 18-64 met by admission to residential and nursing care homes, per 100,000 population - ASCOF) Source: Wiltshire Council</p>	Between 12 and 15	25.5 (Q3)	24.5 (Q4)	24.8	Jun-24	average over last 12 months		<p>This cumulative metric looks at the number of new admissions of younger adults to residential and nursing care homes. This measure includes admissions following a discharge from hospital, if the adult was in residential or nursing prior to hospital, this is still counted as a new admission. Over the last rolling year there has been a steady increase in the number of admissions. Some of the increase can be attributed to the introduction of the Moving on Service and younger adults in residential placements transitioning across from Childrens to Adult Services - the service started last August. We continue to consider alternatives as part of our transformation work, although we are aware that we have a shortage in accommodation options to support people in the community. A full review is being led by Commissioning to further understand changes seen in demand and mapping/planning for sufficient placements going forward.</p>
Lower is better								
Road Safety								
<p>Percentage of reported P1 potholes repaired within 24 hours (Does not include "Find & Fix". Numbers below percentages are the average number reported over the previous 12 months) Source: Wiltshire Council</p>	95% or over	73.05% 1,784 (Q3)	73.30% 2,228 (Q4)	80.70% 2,004	Jun-24	average over last 12 months		<p>The trend in the numbers of overall reports has decreased, attributable in part to seasonality but also believed to be due to increased resources deployed on minor surface repairs. There are also improvements in the percentage of all types of pothole repairs completed within the intervention time. Graph for P1 potholes shows quarterly data. Graphs for P2 and P3 potholes shows monthly data.</p>
Higher is better								
<p>Percentage of reported P2 potholes repaired within 14 days (Does not include "Find & Fix") Source: Wiltshire Council</p>		67.02% 256 (Q3)	60.13% 208 (Q4)	70.43% 189	Jun-24	average over last 12 months		
Higher is better								
<p>Percentage of reported P3 potholes repaired within 28 days (Does not include "Find & Fix") Source: Wiltshire Council</p>		81.97% 413 (Q3)	79.85% 438 (Q4)	85.28% 392	Jun-24	average over last 12 months		
Higher is better								
<p>Percentage of roads scheduled for treatment that have been resurfaced (Based on roads identified in the 12-month plan. Numbers below percentages are the total miles resurfaced over the previous 12 months) Source: Wiltshire Council</p>	100% of roads identified in the 12-month plan (113.9 miles)	92.37% 105.20 (Q3)	103.64% 118.04 (Q4)	108.62% 88.2	Jun-24	cumulative total over last 12 months		<p>Surfacing activities are being funded from three sources during 2024/25: A & B roads are being resurfaced via machine surfacing from the DfT Structural Maintenance Block; The surface dressing programme is funded from the DfT Road Resurfacing Fund; C & unclassified activity is funded from the Wiltshire Council Increased Highway Investment Tranche 1. The Wiltshire Council Increased Highway Investment Tranche 2 is to be used in 2025/26.</p>
Higher is better								


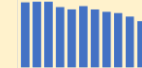
Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Percentage of cars found speeding by Community Speedwatch Teams Source: Wiltshire Police		3.84% (Q3)	3.55% (Q4)	3.11%	Jun-24	average over last 12 months	Lower is better	There has been a 44% reduction in the number of educational letters sent out by the Community Speed Watch team in Q1 2024 compared to Q1 2023, suggesting that community enforcement is having an impact on driving behaviour. Five more officers have joined the Wiltshire Police Roads Policing Unit (RPU). The team issued over 2390 tickets in Q4 and Q1 to motorists for various road offences. Operation Tramline is running every month and in April the main focus was on mobile phone enforcement. An insurance operation focussed on the M4 on conjunction with other police forces saw 12 vehicles seized off the M4 in Wiltshire - the highest in the region.
Public Protection								
Percentage of reported antisocial behaviour cases resolved within 60 days Source: Wiltshire Council	90% or over	93% (Q1)	78.6% (Q2)	57%	Dec-23	current position with a 2-month lag	Higher is better	One of our two ASB Officers went on maternity leave during Q3. This has impacted negatively on the 60-day resolution performance. Fortunately, ASB complaints tend to reduce over Q3 and Q4 due to the colder weather. Steps are being taken to resolve resources through backfill.
We Live Well Together								
Stability for Looked after Children								
Percentage of Looked After Children Placed more than 20 Miles from Home (Excludes unaccompanied asylum seeker children) Source: Wiltshire Council	Between 34% and 37%	39% (Q3)	39% (Q4)	37%	Jun-24	average over last 12 months	Lower is better	Performance continued strongly from the end of Q4 into Q1 with a smaller rate of CLA placed more than 20 miles from home. This is encouraging, especially given significant placement sufficiency challenges. In the current climate this remains strong performance.
Percentage of Care Experienced Young People in Suitable Accommodation (% of 19-21 year old care experienced people in suitable accommodation) Source: Wiltshire Council	Between 90% and 100%	94% (Q3)	94% (Q4)	94%	Jun-24	average over last 12 months	Higher is better	We continue to be ambitious having recently stretched our target from 85-95%+ to 90-100%. Performance has remained strong and within the new target range.
Public Health								
Uptake of NHS health checks (Percentage of invited NHS health checks undertaken. Numbers below percentages are the number of checks offered over the previous 12-months) Source: Wiltshire Council	45% or over (Return to pre-Covid level)	33.3% (Q2) 41,351	34.5% (Q2) 42,115	35.2% 40,338	Mar-24	average over last 12 months with a 3-month lag	Higher is better	There has been an increase in NHS Health Checks being offered in Q4, which is typical activity within Primary Care, where we have seen an uplift in activity in Q4 compared to previous quarters in the same financial year. Uptake of NHS Health Checks as a percentage of those invited, those actually taking up the appointment, has remained at a consistent level throughout the past year, but overall is above the previous year.


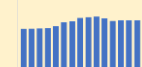
Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Rates of smoking cessation (Percentage of those seeking smoking cessation support who are smoke free 4 weeks after their quit date. Numbers below the percentages are those who've successfully quit smoking over the previous 12-months). Source: Wiltshire Council	35% or over	44.16% 461 (Q2)	45.93% 479 (Q3)	47.76% 501	Mar-24	average over last 12 months with a 9-month lag 		The number of those setting a quit date in Q4 within Primary Care is the highest throughout the year and is reflective of usual Primary Care activity over the year. The activity over the full year exceeds activity last year, where there was a drop in setting quit dates. With more people setting quit dates, more people have achieved their quit date by week 4. This number for 2023/24 is above the previous year and above 202/21, which is encouraging. As Primary Care contracts for stop smoking services were renewed in April 2024, we hope these rates will continue to increase, along with the support of the smokefree grant, of which a proportion will be allocated to Primary Care to support this service.



We ensure decisions are evidence-based

Participation								
Open rate for resident e-newsletters (Monthly average) Source: Mailchimp	Above 45%	53.9% (Q3)	50.9% (Q4)	52.5%	Jun-24	current position 		Following a slight reduction in open rates during Q4, we have seen performance increase during Q1 and remain strong compared to the national average open rate for government e-newsletters (28.8%) and the average open rate for all e-newsletters (21.3%). Open rates remain above target.

We have the Right Housing

Delivery of Affordable Housing Source: Wiltshire Council	650 homes per financial year	571 (Q3)	532 (Q4)	486	Jun-24	cumulative total over last 12 months 		Numbers for Q1 are down previous quarters and the historic levels due to overall downturn in the market. This is impacting delivery from housebuilders. We are also aware of a delay to the delivery of some Affordable Housing units due to the need for phosphate mitigation.
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The number on the Housing Register (Total number of households on the register at the end of the period, not including those on the open market register) Source: Wiltshire Council	Below 5,000	3937 (Q3)	3984 (Q4)	4,034	Jun-24	current position 		We have seen a very small increase in the total number of households on the housing register that, compared nationally, is a big achievement as the demand for social housing remains high. We continue to review old applications and this will be a focus again this year to ensure the data remains as up to date and accurate as possible.
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Total Households in Temporary Accommodation Source: Wiltshire Council	Below 110 placements	131 (Q3)	125 (Q4)	103	Jun-24	current position 		Over the past year we have had a real focus on trying to reduce the total number of households in temporary accommodation following a peak of 184 in May 2023. This has been a huge success with a significant reduction in numbers when demand continues to increase.
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Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
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Planning process - determination of major applications

<p>(Percentage completed within the statutory period or agreed extension. Numbers below percentages are the number of new applications received over the previous 12 months)</p> <p>Source: Wiltshire Council</p>	Above 60%	82% 117 (Q3)	87% 134 (Q4)	93% 128	Jun-24	average over last 12 months	<p>Higher is better</p>	100% Majors were determined within the statutory time period or agreed extension in Q1 2024/25 for the first time since Q2 2020/21. The rolling 12-month average figures have therefore improved consistently over the last six quarters.
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Planning process - determination of non-major applications

<p>(Percentage completed within the statutory period or agreed extension. Numbers below percentages are the number of new applications received over the previous 12 months)</p> <p>Source: Wiltshire Council</p>	Above 70%	85% 3317 (Q3)	90% 3271 (Q4)	94% 3108	Jun-24	average over last 12 months	<p>Higher is better</p>	Performance is steadily improving each quarter and is consistently above the statutory 70% target. The leap in performance (quarterly rather than averaged) from 84% in Q1 2023/24 to 92% in Q2 2023/24, 93% in Q3 2023/24, 94% in Q4 2023/24 and 97% in Q1 2024/25 shows that good progress has been made consistently over the last five quarters.
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We have the Right Skills to Prosper

Unemployment

<p>(percentage of the work age population [16+] claiming out of work benefits)</p> <p>Source: NOMIS</p>	Below national average (4.0%)	2% (Q3)	2.2% (Q4)	2.2%	Jun-24	current position	<p>Lower is better</p>	Wiltshire's Claimant percentage at 2.2% is consistently lower than the national average at 4.0% and the South West at 2.7%. This represents no change from the previous quarter. The numeric value has seen a steady increase over the last quarter from 6705 to 6770.
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Youth Claimant Rate

<p>(percentage of 18-24-year-olds claiming out of work benefits)</p> <p>Source: NOMIS</p>	Below national average (5.1%)	3.1% (Q3)	3.4% (Q4)	3.3%	Jun-24	current position	<p>Lower is better</p>	Wiltshire's rate is 3.3%, matching 3.3% across the South West and lower than the 5.1% nationally. Historically, Wiltshire has aligned with the South West level. There is a slight increase on the previous month from 1125 to 1150.
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% 16-17-year-olds who are NEET


<p>Source: Wiltshire Council</p>	Between 2% and 2.6%	2.1% (Q3)	2.7% Provisional (Q4)	3.0% Provisional	Jun-24	current position	<p>Lower is better</p>	Note that Q4 and Q1 data is provisional as the data has not yet been validated by the DfE - they have notified LAs there is a delay (reason unknown). We (and other LAs) normally see an increase in NEETs at this point of the year as our rate of "Unknowns" decreases and we obtain the EET status of these young people. Nationally we perform well with a very low "Unknown" rate. The average rate for Q1 was 2.8% compared to an average of 2.7% in Q1 of the previous year, showing a marginal increase.
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% care-experienced 16-17-year-olds who are EET


<p>Source: Wiltshire Council</p>	Between 65% and 75%	62% (Q3)	60% (Q4)	57%	Jun-24	average over last 12 months	<p>Higher is better</p>	Performance in Q1 has dropped below the target range. However, our end of year reconciliation shows improved performance overall compared to the previous year. Exception reporting and investigation is currently underway as part of our Q1 oversight and scrutiny with findings and actions reported to POB.
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Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Gross weekly pay (Gross weekly pay by workplace) Source: ONS annual survey of hours and earnings	Above the national rate (£682.60)	569.3 (2021)	610.8 (2022)	£646.00	2023	annual figures	<p>Higher is better</p>	Workplace earnings remain below residential earnings (£669.10 per week). While minor, the gap is once again widening between workplace earnings and residents earnings meaning residents still commute for higher paid opportunities. This should be monitored and considered in future plans.
Regional GVA (Value generated by economic activity in £ per million) Source: ONS	Above South-West average (£15,609m)	£11,216 (2020)	£12,285 (2021)	£12,912	2022	annual figures with a 2-year lag	<p>Higher is better</p>	Wiltshire's GVA for 2022 is £12,912M, a 15% increase on 2019. This is lower than the average South West increase of 18%, however across county areas, the average increase is 15.4% since 2019.
RFQ Skills Level 4 (Percentage of 16-64 year olds qualified to RFQ Skills Level 4) Source: ONS Annual Population Survey	Increase gap above the national level (47.3%)	40.3% (Level 4 2020)	45.6% (Level 4 2021)	47.7%	2023	annual figures	<p>Higher is better</p>	The previous skills data set has been replaced by a new dataset measuring RFQ4 and above qualifications. Although historic level 4 skills are presented up to 2001, these are not directly correlated to the new metric. The new dataset reports from January 2023 to December 2023. In Wiltshire 47.7% of the working aged population had an RFQ Level 4 skill or above qualification, compared to 43.8% of the South West population and 47.3% across Great Britain. No skills data is available for 2002. The arrow indicates that new data is above target, but no direction of travel can be indicated until more data is available.
Gross Disposable Household Income (Gross Disposable Household Income per head of population at current basic prices) Source: ONS	Above the rate for England (£22,213)	22844 (2019)	22267 (2020)	£22,645	2021	annual figures with a 2-year lag	<p>Higher is better</p>	Annual data for 2021 was published in October 2023. Income in 2021 increased on the year before, moving back to 2019 (pre-pandemic) levels.
We have Vibrant, Well-Connected Communities								
Transport and links								
Bus journeys (Number of passenger trips on both the commercial and supported bus network) Source: Bus operators	9,273,098 (trips per annum)	8,256,747 (Q3)	8,430,089 (Q4)	8,693,497	Jun-24	cumulative total over last 12 months	<p>Higher is better</p>	Bus usage at both the national and local level has struggled to return to pre-covid levels: In 2019/2020 there were 9.4 million passengers boarding buses in Wiltshire but this dropped in 3.4 million in 2020/21. However, since then, there has been sustained growth and the latest figures for Wiltshire (8.7 million) shows that we are making positive progress towards increasing patronage. Despite initiatives such as the £2 single fare and more recently BSIP 2 funding, a national shortage of bus drivers and a significant increase in contract costs for supported local bus services still pose a risk to the successful recovery of the bus market. More detail is provided in the accompanying report.


Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
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Rail journeys (Number of entries and exists from Wiltshire's rail stations) Source: Office of Rail and Road		1613818 (2020/21)	4600314 (2021/22)	5,584,530	Mar-23	annual figures	 <p>Higher is better</p>	Rail journey numbers to/from Wiltshire stations have recovered to 80% of the pre-Covid (3 year average) level. This is lower than for the SW region (89%), partly explained by the loss of long-distance commuting and business travel, but also reflecting degraded services on several routes.
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Percentage of gigabit broadband coverage Source: Local Broadband Information by thinkbroadband	85% coverage by 2025	65.9% (Q3)	68.5% (Q4)	69.6%	Jun-24	current position	 <p>Higher is better</p>	The current increase is due to the expansion of the private sector build plans. Project Gigabit is underway, with the South Wiltshire contract awarded to Wessex Internet - this is expected to increase coverage to around 13,500 properties across the next 5 years. An update on the contract for North Wiltshire is anticipated in due course.
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Percentage 4G mobile phone coverage (Percentage of premises with indoors 4G reception from all four providers) Source: Ofcom Connected Nations report		74.61% (2021)	75.32% (2022)	73.87%	Sep-23	current position	 <p>Higher is better</p>	Coverage anticipated to increase alongside the Shared Rural Services network that is currently in development. The issue reported in and around Potterne has now been resolved, but may not be reflected in the data until it is next updated later this year.
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Town centre vibrancy





Car park transactions (Number of pay-and-display transactions) Source: Wiltshire Council		316154 (Q3)	318252 (Q4)	316,834	Jun-24	average over last 12 months	 <p>Higher is better</p>	There has been a communication strategy promoting the use of MiPermit the parking app and allowing more flexibility in the way parking stays are paid. This allows parking times to be extended and more transactions. An average of over 20,000 new accounts a month in Mipermit are being recorded. This combined with the increased tourist and visitor use is increasing parking stay transactions. The usage is being monitored to ensure its longevity.
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We Take Responsibility for the Environment

Waste economy

Household Waste (Kilograms of waste produced per household) Source: Hills	Below 880kg	923.63 (Q3)	923.26 (Q4)	937	Jun-24	cumulative total over last 12 months	 <p>Lower is better</p>	More household waste has been managed at the start of 2024/25 than compared to the previous year (+5.5%). A trial to send material rejected by the local recycling facility for further processing, and to assess whether further recyclables could be extracted, was unsuccessful. This led to a quantity of rejects that had been stockpiled for the trial needing to be landfilled during April, rather than across previous months. There was also an increase of +4.5% in garden waste being collected during the first quarter.
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Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Recycling Rate (Percentage of household waste recycled or composted) Source: Hills	Above 45%	43.0% (Q3)	43.7% (Q4)	42.9%	Jun-24	average over last 12 months	 Higher is better	An increase of +4.5% in garden waste collected for composting was seen at the start of this financial year. However, the increase in tonnage sent to landfill in April due to the disposal of recycling process rejects, has negatively impacted the overall recycling rate, which is down -2% on the same quarter last year.
Waste Recovery Rate (Percentage of household waste sent for treatment/energy recovery) Source: Hills	Above 42%	42.5% (Q3)	41.4% (Q4)	41.6%	May-24	average over last 12 months	 Higher is better	Similar to the recycling rate, our diversion rate is also impacted by the increase in landfilled material when calculating diversion material as a proportion of the total waste managed. However, an increase in material to treatment and energy recovery of 8% has been seen at the start of this year, through material sent to the mechanical biological treatment (MBT) plant, Lakeside and wood to Energy from Waste (EFW).
Residual Waste Rate (Percentage of household waste sent to landfill) Source: Hills	Below 13%	15.3% (Q3)	14.9% (Q4)	15.4%	May-24	average over last 12 months	 Lower is better	Performance this quarter has seen an increase of 2% in material sent to landfill compared with Q1 in 2022/23. This increase is due to stockpiled recycling rejects destined for further processing being sent to landfill during April, following an unsuccessful trial to extract any remaining recyclables from rejected materials. Shredding of bulky residual waste from Household Recycling Centres (HRCs) and redirecting to energy from waste started during June, so we envisage this figure decreasing through the remainder of 2024/25.
Fly tipping reports (Change in the number of reported fly tipping incidents over 12 months compared to the same period the previous year) Source: Wiltshire Council	Greater decrease than the national average (-1% per year)	12.1% (Q3)	6.0% (Q4)	-3.5%	Jun-24	Difference compared to previous 12 months	 Lower is better	Q1 numbers are down 12% on Q1 2023/24 and are down 16% on Q4 2022/23. However, only 4% of reports have contained evidence during Q1, this trend has been evident over the last 12 months. Of these, 89% of reports with evidence have resulted in formal actions being taken within the month of reporting. Despite the increase in enforcement resources and enforcement actions, during times of lower economic activity fly tipping reports are likely to increase as waste producers seek to reduce their waste disposal costs. Fly tip enforcement actions were flat in Q1 when comparing 2024/25 with 2023/24 but given the lower level of reports the team have been proactive to achieve the same level of enforcement actions.

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
We are on the path to Carbon Neutral (Net Zero)								
<p>Wiltshire's Greenhouse Gas Emissions</p> <p>(Measured in kilotonnes CO₂e. Carbon dioxide CO₂, and the other main greenhouse gases - methane CH₄ and nitrous oxide NO₃ - measured in terms of their warming potential relative to CO₂. Wiltshire emissions are territorial emissions only, i.e. these are emissions that arise within the county.)</p> <p>Source: UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2021 - gov.uk</p>	Below 2550 kilotonnes	2961 (2020)	3226 (2021)	3,000	Dec-22	annual figures with a 2-year lag	 <p style="text-align: center;">Lower is better</p>	<p>The data for 2022 shows a decrease in emissions from the previous year (2021) in line with the national average. The national and local emissions are now starting to reduce, since the initial bounce back following the pandemic. However, the county is still not on track to net zero according to the Anthesis recommendations. Transport, domestic properties and industry all saw a decrease from 2021 to 2022. Emissions from domestic properties showed the largest decrease, possibly due to slightly warmer weather and the cost-of-living crisis driving reduced fuel use.</p>
<p>Wiltshire Council's Carbon Emissions</p> <p>(Measured in CO₂e – the common unit for greenhouse gases. For any quantity and type of greenhouse gas, CO₂e signifies the amount of CO₂ which would have the equivalent global warming impact.)</p> <p>Source: Wiltshire Council</p>	Below 3000 tonnes CO ₂ e	5,275 (2022)	3,568 (2023)	2,767	Mar-24	annual figures	 <p style="text-align: center;">Lower is better</p>	<p>Wiltshire Council emissions have returned to a downward trend following the post-pandemic increase, and we are now back in line with the stretch pathway from the Anthesis report. The target for Wiltshire Council's CO₂ emissions has been reduced from 3750 tonnes per year in 2022/23 to 3000 tonnes per year in 2023/24. At 2,767 tonnes, the Council's emissions are below target this year, due to continued efforts to decarbonise property, and electrifying fleet.</p>
<p>Number of hectares of new tree/woodland planting</p> <p>Source: Wiltshire Council</p>	Over 222 hectares for 2024/25	0.03 (Q3)	270.56 (Q4)	270.56	Jun-24	cumulative total over last 12 months	 <p style="text-align: center;">Higher is better</p>	<p>The Woodland GAPS Team helps to facilitate the planting of trees by private landowners and community groups, through directing groups to funding, assisting with land searches, and grant application writing along with other support. When the planting season came to an end in March 2024 we had a flurry of projects come to fruition as well as obtaining more accurate information on independent tree planting undertaken by others. This led a revised figure for Q4 of over 270Ha compared to a target of 111Ha for 2023/24. No new planting has taken place over the spring and summer months, but work is underway applying for grants for the Q3/Q4 tree planting period.</p>
<p>Renewable energy capacity</p> <p>(Megawatts)</p> <p>Source: Regional Renewable Statistics - gov.uk</p>	978MW by 2027	579 (2020)	583 (2021)	583.5	2022	annual figures with a 1-year lag	 <p style="text-align: center;">Higher is better</p>	<p>The most recent data is from December 2022, published in September 2023, which includes revisions to data from previous years due to updates from suppliers or more up to date information becoming available. There is 705MW capacity of renewable energy projects with planning approval, and more in the pipeline. However such projects take many years to achieve approval and construction.</p>

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
<p>Carbon literacy training within the Council (Number of officers and Councillors who have received the training) Source: Wiltshire Council</p>	15% of staff (850 people) by end of 2025	179 (Q3)	194 (Q4)	253	Jul-24	current position	 <p>Higher is better</p>	Carbon literacy training continues, with most Directors now trained, and additional courses offered to Councillors. Since the last report completion of courses has improved, partly due Directors encouraging and enabling their teams to participate and demonstrating the relevance and importance to their areas of work. There is still a risk that we will not achieve the Silver award (over 820 staff accredited) by the end of 2025. It remains a challenge and needs ongoing commitment and support by senior managers to facilitate staff being trained and implementing their pledges. Whilst 253 have completed training, 180 have been accredited. There are courses available to book every month until end of November.
<p>Energy Performance Certificates at Levels A - C (% or registered EPC recorded at one of the top three levels - a three year rolling average) Source: Energy Performance Building Certificates live tables - gov.uk</p>	Above South West benchmark (54% for 2021-24)	49% (2019-2022)	52% (2020-2023)	53.0%	Jun-24	annual figures	 <p>Higher is better</p>	We use a three year rolling average using data available after the end of the financial year to show a longer term trend, as EPC ratings can fluctuate over the shorter term. This indicator is a proxy for energy efficiency of homes and the three year rolling average for March 2021 to March 2024 showed a slight increase compared to the previous three-year period. The target increases over time in line with the South West (54% for 2021-2024) benchmark at any snapshot in time.
<p>Public Electric Vehicle Charging Points (All publicly available charging points including those owned by the council per 100,000 population) Source: Electric vehicle charging device statistics - gov.uk</p>	75 per 100,000 population (in line with SW average for the quarter)	50 (Q2)	59 (Q3)	73	Mar-24	current position	 <p>Higher is better</p>	The total number of publicly available EV charge points as of April 2024 was 372. The Council's EV Charging Infrastructure Plan has contributed 58 towards this increase. The number of EV chargepoints is increasing, and is only 2 behind the South West benchmark, which was at 75 per 100,000 population in April 2024 (Wiltshire is 73 per 100,000).

Population of
513,400



232,230



309,700



21,560

registered businesses

13

rail stations



231

bus routes



30

libraries



3

mobile libraries

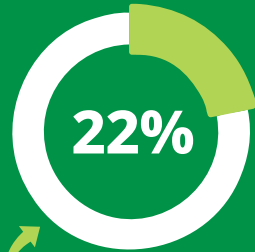
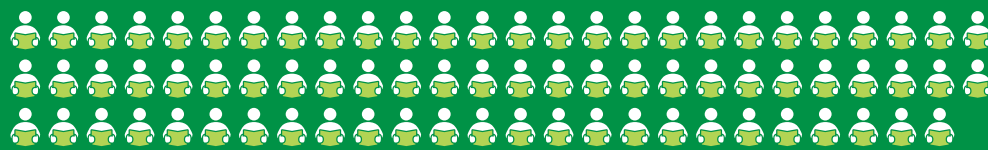
20



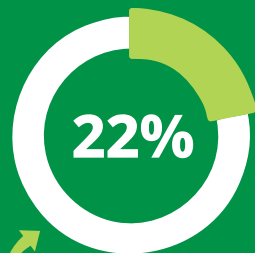
leisure centres

70,702

pupils in Wiltshire schools



22%
of residents
are 65 or over



22%
of residents
are 19 or under

325,533
hectares (total area
of the local authority)



3724.1

million estimated
miles of motor
vehicle journeys
on Wiltshire-
maintained
roads in 2023



72



chargeable
council owned
car parks

27,197

subscribed
to weekly
e-newsletter



13,390

photovoltaics sites



200

primary schools

29

secondary schools

4



specialist schools

10

recycling centres

27.7%

of pupils
receiving the
pupil premium



2,799

miles of
Wiltshire-maintained
roads



1,593

miles of
surfaced footways
and footpaths



Wiltshire Facts and Figures

These figures are intended to provide context to the performance indicators presented on the Corporate Performance Scorecard. It is important to note that not all performance measures directly map to these figures.

Wiltshire Council

Transformation Portfolio Overview

People Directorate-aligned programmes:

1. Project Name: Transformation of Adult Social Care (TASC)

What is it: TASC is one of the largest and longest-running transformation programmes, and covers ten workstreams across the Council's Adult Social Care provision. TASC aims to provide a combination of service transformation activities, compliance improvements, practice improvements and technology-enabled care opportunities. The overall programme focus is strongly linked to our prevention agenda, as well as trying to apply service interventions at the earliest possible stage in a service user's journey. The workstreams and overall aims are:

Workstream	Aims
Practice development and quality assurance	To ensure that services are being delivered to the highest standard. Develop a workforce that has the skills, knowledge and expertise required to support people
Payments to providers	To ensure that all packages of care are being paid the gross cost. Design and implement the provider portal. Reconcile all outstanding debt.
Prevention and Community	To create a prevention strategy for ASC in accordance with the council's duties on prevention and delay
Smarter Homes for Independent living	Ensure providers are delivering strength-based services that provide positive outcomes
LD Inhouse Provider Services	Develop services that are representative of the needs of individuals
Transforming Home Care	Move away from a traditional time and task approach to working with people to have individualised packages of care and support. Develop community catalysts.
Care Home Transformation	Ensure that services can meet demand and have a focus on supporting people to achieve what they want from lives.
Technology Enabled Care (TEC)	To embed TEC within the culture of Wiltshire Council and to use a TEC-first approach
ASC transformation and efficiency project	Review restrictive packages of care and work with providers to deliver outcome focused services
Self-directed support (SDS)	Improve the personalisation offer for people so that there is an increase in direct payments, personal health budgets and ISF's.

Business Plan outcomes supported:

Resilient Society

2. Project Name: Families and Children Transformation (FACT)

What is it: FACT is a multi-partnership programme for improving the outcomes of children, young people and families across Wiltshire. The programme currently has two active projects: Family Help and Transitional Safeguarding. As with TASC above, the focus is prevention and early intervention to improve long term outcomes and suppress the growth in future demand for follow-on services.

The partnership consists of health partners, various teams within the council, Police, voluntary sector organisations (such as the Children and Families Voluntary Sector Forum, Wiltshire Youth Partnership, Wiltshire Parent Carer Council and Wiltshire CiL), schools, early years settings and commissioned services (such as the CAMHs service)

Business Plan outcomes supported:

Resilient Society

3. Project name: Community Conversations

What is it: An innovative programme to openly engage with communities in the five most statistically deprived small community areas in Wiltshire (using the Indices of Multiple Deprivations as the evidence base). The aim is to empower them to build community resilience and improve their own opportunities in the short-to medium term, to then build trust and engagement between those residents and the Council in the longer term so that we can better work together to address significant health inequalities in those areas.

This is a novel programme as it is not timebound, easily accessible "open" funding is in place (via Transformation reserve and UKSPF) and the panels are genuinely made by community panels,

with the council acting as the facilitator to support, but not own, delivery of community-enhancing projects.

Business Plan outcomes supported:

Resilient Society

Empowered People

4. Project name: Residential Children's Homes

What is it: Residential Children's Homes will deliver two new childrens homes owned by the Council but leased to a provider to run and manage for approximately 10 years. The homes are 50% funded by the Department for Education and 50% funded through council capital funding. The programme aims to improve capacity for placements within the Council's control, reducing the reliance on costly third-party provider placement, as well as act as potential energiser to the market in Wiltshire.

Business Plan outcomes supported:

Resilient Society

5. Project name: Staying Close

What is it: Staying Close is a Department of Education funded pilot seeking to improve the transition to adulthood for young people who have been in residential care. The core offer consists of direct support (which may be housing, education and employment, health related and a social care assessment) and accommodation. The pilot is fully funded by the DfE from July 2022 for a period of 2 years and will monitor the number of young people going through the programme and the outcomes they achieve. For Wiltshire the scope also includes the development of an offer for those care leavers who are out of county.

Business Plan outcomes supported:

Resilient Society

Empowered People

6. Project name: Tackling Obesity

What is it: Tackling obesity is a key Public Health priority in Wiltshire, which is linked with shortened healthy life expectancy, increase in long term conditions which have a burden on the NHS and affect people's quality of life. People living with obesity are impacted disproportionately, with those living in areas of higher deprivation more likely to be living with obesity. Whilst we have specific localised programmes and interventions focused on behaviour change and weight loss, without system changes to the environment, food advertising or access to green spaces or tackling food insecurity we will not see a change in obesity in Wiltshire. This preventative approach is aiming to drive down obesity prevalence in Wiltshire and create a healthy environment in Wiltshire where making a healthy choice is an easier choice for people.

Business Plan outcomes supported:

Resilient Society

Empowered People

Resources Directorate-aligned programmes

7. Project name: Evolve (Oracle implementation)

What is it: An internal business change and technology programme to replace our ageing SAP system and other standalone software with a new consolidated Oracle system. This system (known as an ERP system, or Enterprise Resource Planning) aims to modernise and streamline our business operations in the areas of Finance, Budget Management, Procurement, HR,

Recruitment, Learning and Payroll. This programme has a savings and efficiency focus, with a business case benefits target of £20m over 5 years.

Business Plan outcomes supported:

Your Council

8. Project name: Customer Experience

What is it: A broad programme to modernise how we interact with our residents and customers at point of contact for the majority of our externally facing, office-based services. The main aims are to improve the experience of residents contacting customer services and the level of accessibility of those services, reduce operating costs and exploit technology developments in line with our digital strategy and evolving resident expectations (such as AI, chatbots, “omni-channel” customer contact systems and better website technologies).

The objectives are to make our digital access channels so appealing to customers that they become the channel of choice, ensure customer access across channels is seamless, consistent and available at a time that works for them, and that services are designed by customer needs, not team structures. Customers should be able to access services locally or where most convenient to them.

Business Plan outcomes supported:

Your Council

Empowered People

9. Project name: Corporate Data and Insight capability.

What is it: The creation and development of a new Data and Insight function to extract business insights and value from the council’s data assets. The main aim is to extract cashable or service value from our data by identifying areas of inefficiency, opportunities and potential risks that are currently hidden in our siloed data sets. By introducing an organisation-wide data strategy, the Council wants to harness strategic insights more effectively, upskill relevant staff, and improve business processes and people structures surrounding data. This function will seek to explore and exploit new data science technologies, AI and Natural Language Processing. Whilst this is not a discrete programme of work like other programmes or projects, it is a major aspect of the Council’s broader transformation and business change objectives as it provides the foundation for innovation and efficiency across the board, particularly for capturing resident sentiments at a scale the council has not previously been able to do.

Business Plan outcomes supported:

Your Council

Place Directorate-aligned programmes

10. Project name: Depots Transformation Programme

What is it: A medium-term programme to develop three strategic depots across Wiltshire to address both present and future service demands, meet carbon-neutral objectives, elevate operational standards, and optimize network efficiency. These depots will provide modern, efficient and “greener” facilities and operational infrastructure (and a supporting delivery plan) to enable better delivery of Highways, Street-scene and Waste services.

N.B. This programme has significant and complex dependencies with the Waste programme below.

Business Plan outcomes supported:

Sustainable Environment

11. Project name: Waste Transformation Programme

What is it: A complex multi-year programme to bring together Waste service re-procurement activities across strategic contracts and identify opportunities for significant transformational changes to contract delivery methods, waste collection and recycling processes, and efficiency of the related assets estate (built facilities, vehicle fleet, HRCs). The programme will also ensure the Council is compliant with the recent Environment Act requirements.

N.B. This programme has significant and complex dependencies with the Depots programme above.

Business Plan outcomes supported:

Sustainable Environment

Wiltshire Council

Overview and Scrutiny Management Committee

12 September 2024

Task Group Update

1. Financial Planning Task Group

Supporting officer: Simon Bennett

Membership

Cllr Gavin Grant (Vice-chairman)
Cllr Gordon King
Cllr Charles McGrath
Cllr Pip Ridout (Chairman)
Cllr Ian Thorn
Cllr Ruth Hopkinson
Cllr Chris Williams
Cllr Graham Wright
Cllr Philip Whitehead

Background

The Financial Planning Task Group (FPTG) is a standing task group reporting to the Overview and Scrutiny Management Committee.

Terms of Reference (TOR)

- a) To review the council's draft Financial Plan, Medium-Term Financial Strategy (4-year financial model) and Treasury Management Strategy, reporting its findings to OS Management Committee.
- b) To undertake regular monitoring of the council's capital and revenue budgets (including the delivery of savings), ensuring that mid-year trends and developments are considered when the council's Financial Plan is updated.
- c) To undertake ongoing review of the council's financial position, including the monitoring of reserves, investments, debt, and financial risks.
- d) Where they materially affect the council's overall financial position, to consider the council's:
 - i. approach to strategic procurement
 - ii. major contracts
 - iii. financial investment in, and liability to, its wholly owned subsidiaries.

- e) To help develop the council's approach to the annual budget setting cycle, including the specific contribution of Overview and Scrutiny.
- f) To bring regular reports to OS Management Committee, highlighting key financial developments and risks for further discussion.

Recent activity

The task group has not met since the last meeting of the Overview & Scrutiny Management Committee. Its next meeting is on 13 September.

The task group's forward work plan is at Appendix 1.

2. Evolve Programme Task Group

Supporting officer: Simon Bennett

Membership

Cllr Jon Hubbard (Chairman)
Cllr Dr Monica Devendran
Cllr Ruth Hopkinson
Cllr Horace Prickett
Cllr Mark Verbinnen

Background

The Evolve programme involves the procurement and implementation of a new Cloud-based Enterprise Resource Planning (ERP) system for the council. The programme impacts on the work of all staff at the council in respect of HR, finance, procurement, and payroll processes. It looks to modernise technology and standardise business processes, improving efficiencies for core activities that are undertaken across the council, supporting their adoption through a comprehensive in-house business change and training effort, and will deliver improved data, insights, and reporting capabilities.

Terms of Reference (TOR)

- a) To provide efficient, effective scrutiny engagement on the council's Evolve programme under the direction of OS Management Committee.
- b) To receive periodic updates on the Evolve programme and scrutinise delivery of its key three objectives for the council, covering:
 - Organisational insight
 - Developing a flexible high-performance culture
 - Transforming business processes and digital technology
- c) To meet quarterly as standard unless there is a temporary need to meet more frequently or at a specific project milestone.

- d) To report findings and recommendations as appropriate to OS Management Committee following each task group meeting.

Recent activity

- The task group has not met since the last meeting of the Overview & Scrutiny Management Committee. Its next meeting is on 1 October.

2. Stone Circle Governance Task Group

Supporting officer: Julie Bielby

Membership

Cllr Richard Britton
Cllr Richard Burden
Cllr Adrain Foster
Cllr Ruth Hopkinson (Chair)
Cllr Gordon King
Cllr Jacqui Lay
Cllr Tony Pickernell
Cllr Mike Sankey

Terms of Reference

1. To consider how Overview and Scrutiny should provide effective and proportionate scrutiny of the council's activity in relation to its Stone Circle companies.
2. To consider what aspects of the Stone Circle companies and the council's exposure to them should be the focus of that scrutiny (e.g., financial implications and risks to the council, meeting housing needs etc).
3. To consider what information Overview and Scrutiny will need to deliver this scrutiny.
4. To bring recommendations regarding the matters above to OS Management Committee.

Recent Activity

- A draft report with the findings and recommendations of the group has been submitted for consideration by the committee.

3. Transformation Task Group

Supporting officer: Julie Bielby

Proposed membership

Cllr Graham Wright
Cllr Chris Williams
Cllr Jon Hubbard

Background

Following a presentation on the transformation service to OSMC, 15 November 2023, the Chair and Vice Chair agreed to explore the potential for further scrutiny of the programme. They propose setting up a task group to consider these options and to make recommendations for the committee to review.

Proposed Terms of Reference

To explore and make recommendations on how to conduct effective scrutiny of the council's Transformation Programme, which should include scrutiny of the:

- a) *Selection of transformation projects (decision making criteria and process)*
- b) *Governance and oversight*
- c) *Delivery of business plan objectives and outcomes for residents*
- d) *Evaluation of success and learning from experience.*

Recent Activity

- The task group met with officers on 31 July 2024 to consider the processes involved in the transformation programme and the roles and responsibilities of the transformation team, delivery group and board.
- The group were advised that the selection process was under review and a simplified version should be available for scrutiny at the end of September.
- Members were provided with supporting documents, including terms of reference, templates and sample of minutes and agendas ahead of the meeting and a presentation to outline the key issues.
- The meeting touched on oversight and governance of the programme and members observed that cabinet members were not consistently involved in this process.
- The task group raised the possibility of members and the public being involved and being able to suggest ideas for service transformation.
- The group will next meet 27 September 2024.

Proposal

- 1. To note the update on task group activity.**
- 2. To note the Financial Planning Task Group's forward work plan.**

Report authors:

Simon Bennett, Senior Scrutiny Officer, simon.bennett@wiltshire.gov.uk

Julie Bielby, Senior Scrutiny Officer, julie.bielby@wiltshire.gov.uk

Appendices

1. Financial Planning Task Group forward work plan 2024/25

Appendix 1 - Financial Planning Task Group (FPTG) Forward Work Plan 2024/25

Date	Item	Details	Officers	Cabinet Member
13 September 2024	Financial Year 2024/25 Q1 Revenue Budget Monitoring (tbc) Financial Year 2024/25 Q1 Capital Budget Monitoring (tbc)	Cabinet 17 September	Lizzie Watkin Director of Finance & Procurement (S151 Officer)	Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning
2 October 2024	<i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i>	Cabinet 8 October		
6 November 2024	Financial Year 2024/25 Q2 Revenue Budget Monitoring (tbc) Financial Year 2024/25 Q2 Capital Budget Monitoring (tbc)	Cabinet 12 November	Lizzie Watkin Director of Finance & Procurement (S151 Officer)	Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning
4 December 2024	<i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i>	Cabinet 10 December		
8 January 2025	<i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i>	Cabinet 14 January		
20 January 2025	Budget 2025/6 and Medium-Term Financial Strategy 2025/26 – 2027/28 (tbc)	OSMC 28 January Cabinet 4 February	Lizzie Watkin Director of Finance & Procurement (S151 Officer)	Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning

Date	Item	Details	Officers	Cabinet Member
30 January 2025	Financial Year 2024/25 – Q3 Revenue Budget Monitoring (tbc) Financial Year 2024/25 – Q3 Capital Budget Monitoring (tbc)	Cabinet 4 February	Lizzie Watkin Director of Finance & Procurement (S151 Officer)	Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning
14 March 2025	<i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i>	Cabinet 18 March		
2 April 2025	<i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i>	Cabinet 8 April		

Training: Housing Revenue Account (HRA) 10 September 2024

Training requirements: Treasury Management Strategy (TMS), Designated Schools Grant (DSG)

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Children's Select Committee (CSC) – Forward work programme Agenda items for the committee

Standing items (at all meetings)

Title - Details / purpose	Type	Report author / lead
Safety Valve update – summary of recent developments, successes and issues	Written	Ben Stevens
Update from Wiltshire Youth Voice - summary of recent activities	Written	Joe Sutton/Gary Norton-Sanders
School Ofsted Judgements - effectiveness of schools as seen by Ofsted Inspection.	Written	Amanda Butler
DfE Changes - Update from Department for Education	Written	David Harris
Working together to improve school attendance - latest requirements of the non-statutory guidance the DfE published in May 2022 to apply from September 2022.	Written	Louise Lewis
Schools Forum's update - very brief update on key items from the last meeting of Schools Forum	Written	Lisa Pullin
Corporate Parenting Panel update - brief update highlighting key items from the last meeting of the Corporate Parenting Panel	Written	Lisa Pullin
Directors' update Cabinet Member and Portfolio Holders' update Chair's update	Verbal	All directors Cabinet Members and Portfolio holders Chair

Verbal updates highlighting any key issues (current or emerging), successes or milestones in their respective areas since the last meeting of the committee, which may not require a full agenda item and are not covered elsewhere on this agenda.		
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Tuesday 26 November, 10.30am <i>Pre-meeting briefing topic: Affordable school strategy – Kathryn Davis</i>			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
Substantive	Youth Strategy to include Youth provision and area board youth funding task group executive response To review progress on actions of the executive response to the Youth Provision and youth area board funding task group to include the youth strategy and draft amendments to the area board funding criteria before it is published. Area Board.	CSC Jan 2024	Rhys Schell
Substantive	Alternative Provision (NB linked to SEND items) Current Alternative Provision available, known issues or gaps and development plans.	OS/Executive meeting 14 May 2024	Kathryn Davis
Substantive	Reducing inequalities in schools A wider determinants report to explore: <ul style="list-style-type: none"> • Child poverty / social mobility and correlation to school attendance and attainment • What schools can do to reduce inequalities (affordable school strategy – NB will also be pre-meeting briefing topic) 		Kathryn Davis
Substantive	Child Sufficiency Annual Report To include specific requests made at CSC, 6 June 2024	CSC, 6 June 2024	

Tuesday 26 November, 10.30am <i>Pre-meeting briefing topic: Affordable school strategy – Kathryn Davis</i>			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
	<u>Agenda and draft minutes - Democratic Services - Wiltshire Council</u>		
Substantive	Families and Children’s Services Roadmap 2024-2026 (outcome from National Independent Review of Children's Social Care update - Children’s Social Care: Stable Homes Built on Love consultation.) <i>To receive an update in Summer 2024 to include learning from pilot projects and other local authorities.</i>	<u>CSC October 23</u>	Jen Salter Tim Sandle
Informative	Wiltshire Learning Alliance (WLA) To receive feedback following a “relaunch” and advertising campaign in September for the WLA.	OS/Executive meeting 14 May 2024	Kathryn Davis
Informative	Early Years, childcare and entitlement strategy An update on expected changes	OS/Executive meeting 14 May 2024	Lucy-Ann Bryant

Wednesday 15 January 2025, 10.30am <i>Pre-meeting briefing topic:</i>			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
Substantive	Safety Valve – one year review Report to include: <ul style="list-style-type: none"> • Timeline and plan to enable future monitoring; • Financial impact; • Service impact (for “customers”). Aim – to determine if OS is required.	OS/Executive meeting 14 May 2024	Lucy Townsend
Substantive	Children and Young People Health Wellbeing Survey – “so what” / analysis report To consider actions taken from the responses to the survey	CSC 24 January 2024 OS/Executive meeting 14 May 2024	Kate Blackburn Sally Johnson
Substantive	Family Hub update – to include input from libraries & leisure (following briefing to chair and vice-chair) For a report to be presented to the full committee on 15 January 2025 detailing the mobilisation of the new contract, development of Family Hubs by Spurgeons and evaluation of performance, dependant on the updates received by the Standing Task Group.	CSC 24 January 2024	David Redfern Jen Salter
Informative	NHS Dentistry access and oral health improvements to include the service for looked after children. Update on progress being made. Agree with officers if this item needs to be deferred and a recommendation for Council post May 2025	CSC 18 July 2024	

Thursday 6 March 2025, 10.30am <i>Pre-meeting briefing topic:</i>			
	Title Details / purpose and Timeframe (if applicable)	Origins / history	Report author / lead officer
Substantive	<p>School improvement / performance</p> <p>Report from the school performance officer group to inform the committee of current performance and improvement over the last year and future plans to address known issues / concerns. This would also include up to date information on SLAs with schools.</p> <p>This would inform the committee’s legacy report in terms of any further scrutiny required.</p>	OS/Executive meeting 14 May 2024	Kathryn Davis Louise Lewis
Substantive	<p>Family Hub – one year review</p> <p>To consider a report on the implementation of the Family Hub model, on the monitoring of performance and on plans for the year ahead.</p> <p>This would inform the committee’s legacy report in terms of any further scrutiny required.</p>	OS/Executive meeting 14 May 2024	Jen Salter
Informative	<p>Ofsted inspection outcome - Business plan update</p> <p>To receive the updated Business Plan</p>	CSC 24 January 2024	
Informative			

Children's Select Committee (CSC) – Forward work programme Task groups and rapid scrutiny exercises

Current / active task groups

Name (establishment date by CSC) Terms of reference / aims Meeting(s) update	Membership Vacancies Supporting officer	Start date Final report expected
<p>Children's Select Committee's Standing Task Group</p> <p>Detailed reviews of the regular reports that come within the Children's Select Committee's remit and to present any key issues, findings and recommendations to the Children's Select Committee, and / or other relevant committees, for discussion, endorsement or further scrutiny where appropriate.</p> <p><u>Meeting(s) update:</u> n/a</p>	<p>Cllr Helen Belcher John Hawkins Cllr Jon Hubbard (Chair) Cllr Jacqui Lay Cllr Jo Trigg Cllr James Sheppard</p> <p>No vacancy</p> <p><i>Supporting officer Marie Gondlach</i></p>	<p>n/a - Standing task group</p>
<p>Adoption West Joint Scrutiny Panel</p> <p>The panel acts as a critical friend, providing independent scrutiny of the work of Adoption West (AW). It is an essential element of assuring democratic accountability for the use of public funds.</p> <p><u>Meeting(s) update:</u> n/a</p>	<p>Cllr Jon Hubbard (Chair) Cllr Carole King</p> <p>No vacancy</p> <p><i>Supporting officer: Marie Gondlach</i></p>	<p>n/a - Standing Panel</p>

Children's Select Committee – Proposed rapid scrutiny exercises

Name of Rapid Scrutiny exercise Terms of reference / aims (Origins)	Membership (vacancies)	Planned start date Final report expected
Out of County Education (new proposal for approval) To set up a rapid scrutiny to understand the impact of out of county education on young people. The focus will be on students who live in a catchment area for a secondary school outside of Wiltshire.		Nov 2024
Education Performance Outcomes To set up a rapid scrutiny to understand in more depth the Year 6 performance figures, trends and outliers (CSC 12 March 2024)		Nov 2024
Inclusion To review currently available data on inclusion and determine if further scrutiny could add value. This may include a review of current exclusion data and whether the information available enables monitoring of impact for pupils with either EHCP or SEND. Links to Alternative Provision and Safety Valve should be considered in terms of the timing of this activity. (OS/Exec meeting 2024)		Jan 2025
Homelessness (as relevant to Children's Services) To ensure the robustness of the council's action plan / measures in place in response to ILAPS / Ofsted recommendations (OS/Exec meeting 2024)		Early autumn

Children's Select Committee – Proposed task groups

Name of Task Group Terms of reference / aims (Origins)	Membership (vacancies)	Planned start date Final report expected
School performance and attainment outcome To consider: <ul style="list-style-type: none"> • Performance • What can be done to improve results? • The role of the Wiltshire Learning Alliance (WLA) in delivering improvement NB – information on the WLA is coming to the committee in November 2024 (OS/Exec meeting 2024)	Vacancies: 5	<i>Origins: OS/Exec meeting 2024</i>
Residential care and complex care Longer term support for children with more complex needs. To consider (by comparing with other models available): <ul style="list-style-type: none"> • Shaping of the service • How to ensure good outcomes for children NB – this links to a tender process in the New Year (OS/Exec meeting 2024)	Vacancies: 5	Autumn <i>Origins: OS/Exec meeting 2024</i>
Children and Young Peoples Mental Health services and developments Proposed over three meetings: <ol style="list-style-type: none"> a. Review of needs assessment undertaken and outcomes / analysis 	Cllr Caroline Corbin Cllr Jo Trigg Cllr Mark Verbinnen Cllr Carole King Vacancies: 1	ASAP – Report Sept 2024?

<p>b. What is being done elsewhere? Both national / regional comparison as well as what third sector is doing in Wiltshire (will link with Youth Network - and others - as witnesses for this part)</p> <p>c. Proposal for future service(s) with a focus on the outcomes sought (and how these would be measured and monitored)</p> <p>NB – consideration to be given on how to get young people’s views (may be survey promoted by different providers / groups). (OS/Exec meeting 2024)</p>	<p><i>Supporting officer</i> <i>Marie Gondlach</i></p>	
<p>Post 16 provision – task group</p> <p>To establish a clear picture of post-16 education provision available to young people in Wiltshire and availability of / options for transport to access that provision.</p> <p>This should also take into consideration the following information the committee had previously identified as of interest:</p> <ul style="list-style-type: none"> • Following the Youth Transport task group’s work and executive response – including National Bus Strategy and any decision or progress regarding a single “Wiltshire Youth Card” . • To include input from the council’s review of transport services for children and young people with SEND (commissioning team). 	<p>Cllr Jo Trigg Nikki Barnett Cllr Graham Wright Cllr Bridget Wayman Mr Michael Thompson</p> <p>Vacancies: 0</p> <p><i>Supporting officer</i> <i>Marie Gondlach</i></p> <p>Lead officers Kirstie Barter Cara Madden Clara Davies</p>	
<p>Budget and Major Contracts task group</p> <p>To regularly review implementation of the budget and impact on services, and to consider major contracts (value to be agreed) either when they are approaching renewal or extension or before the tender process with a focus on the council’s expectations and requirements with regards to the quality, quantity and frequency of monitoring information provided by</p>	<p>endorsed by CSC on 17 January 2023</p> <p>Vacancies: 5</p>	

contractors and how that information will be monitored by the council (including overview and scrutiny involvement)		
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Environment Select Committee Forward Work Programme

Last updated 19 August 2024

Environment Select Committee – Current / Active Task Groups		
Task Group	Start date	Final report expected
Climate Emergency Task Group	September 2019	Standing

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
12 November 2024	Wiltshire Housing Development Partnership	As resolved at the ESC-meeting on 7 November 2023 the committee will receive an update.	Parvis Khansari (Corporate Director Place)	Cllr Phil Alford	Richard Walters (Head of Service – Major Projects) Claire Moore (Housing Enabling Lead)
12 November 2024	UK Shared Prosperity Fund	As discussed at the ESC-Executive meeting on 23 November 2022 on the economic development portfolio.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
12 November 2024	Homeless Strategy 2019-2024	As resolved at the ESC meeting on 8 November 2023, the select committee will receive an update report in 12 months' time.	Emma Legg (Director – Adult Social Care)	Cllr Phil Alford	Nicole Smith (Head of Housing)
12 November 2024	Local Nature Recovery Strategy	As discussed at meeting with the Cabinet Member (20 Oct 2023) the select committee to receive a report on the Plan.	Sarah Valdus (Director – Environment)	Cllr Muns Dominic	Lynn Trigwell (Head of Natural & Historic Environment)
12 November 2024	Landlord Compliance		James Barrah (Director – Assets)	Cllr Phil Alford	

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
12 November 2024	Task group update	To receive update from task groups regarding activity and its forward work plan			Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer)
21 January 2025	Passenger Transport Service Update	As resolved at the ESC-meeting on 19 September 2023 the committee will receive an update on the Passenger Transport Service.	Samantha Howell (Director of Highways and Transport)	Cllr Tamara Reay	Jason Salter (Head of Service Passenger Transport)
21 January 2025	Community Infrastructure Levy (CiL) Review	As resolved at the ESC meeting on 4 June 2024, the select committee will receive a full report by the end of 2024.	Parvis Khansari (Corporate Director Place)	Cllr Nick Botterill	Nic Thomas (Director of Planning)
21 January 2025	Task group update	To receive update from task groups regarding activity and its forward work plan			Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
4 March 2025	Highways Annual Review of Service 2024	As resolved at ESC 20 March 2024, to receive a further annual report in 2025.	Samantha Howell (Director of Highways and Transport)	Cllr Nick Holder	Dave Thomas (Head of Highways Assets & Commissioning)
4 March 2025	Revised Trowbridge Bat Mitigation Strategy Supplementary Planning Document - Draft for adoption		Sarah Valdus (Director – Environment)	Cllr Dominic Muns	Lynn Trigwell (Head of Natural & Historic Environment)
4 March 2025	Libraries Development	As resolved at the ESC-meeting on 20 March 2024 to provide an update including progress on the Library Strategy.	David Redfern (Director Leisure Culture and Communities)	Cllr Ian Blair Pilling	
4 March 2025	Leisure Services	As resolved at the ESC-meeting on 20 March 2024 the committee will receive a further update that includes the outcome of the continued public holiday pilot and further enhanced financial information.	David Redfern (Director Leisure Culture and Communities)	Cllr Ian Blair Pilling	

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
4 March 2025	Task group update	To receive update from task groups regarding activity and its forward work plan			Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer)
June 2025	Task group update	To receive update from task groups regarding activity and its forward work plan			Simon Bennett (Senior Scrutiny Officer)
July 2025	Wiltshire Programme Town	As resolved at the ESC meeting on 4 June 2024, the select committee will receive an update in 12 months time. To include a Part II item regarding town's footfall data	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
July 2025	Broadband Provision in Wiltshire	As resolved at the ESC meeting on 4 June 2024, the select committee will receive an update in 12 months time.	Parvis Khansari (Corporate Director Place)	Cllr Ashley O'Neill	Victoria Moloney (Head of Economy & Regeneration)
July 2025	Task group update	To receive update from task groups regarding activity and its forward work plan			Simon Bennett (Senior Scrutiny Officer)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
tbc 2024	MyWilts app potholes reporting functionality	As resolved at the ESC-meeting on 20 March 2024 the committee will receive an update on the implementation of the new MyWilts app.	Mark Tucker (Director ICT)	Cllr Ashley O'Neill	
tbc	Economic Strategy	As discussed at the ESC-Executive meeting on 23 November 2022 on the economic development portfolio.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
tbc	LHFIG Review	To receive an update report on the implementation of the Local Highway & Footway Improvement Groups (LHFIG)	Samantha Howell (Director of Highways and Transport)	Cllr Nick Holder	Dave Thomas (Head of Highways Asset Management & Commissioning)
tbc	Planning transformation programme	As resolved at the ESC-meeting on 19 September 2023 the committee will receive updates on the planning transformation programme.	Parvis Khansari (Corporate Director Place)	Cllr Nick Botterill	Nic Thomas (Director of Planning)
tbc	Private sector renewal strategy	As resolved at the ESC meeting on 8 November 2022, the select committee will receive an update report when appropriate.	Emma Legg (Director – Adult Social Care)	Cllr Phil Alford	Nicole Smith (Head of Housing)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
tbc	Minerals & Waste Plan	As discussed at meeting with the Cabinet Member (18 Oct 2023) the select committee to receive a report on the plan.	Parvis Khansari (Corporate Director Place)	Cllr Nick Botterill	Nic Thomas (Director of Planning)
tbc	Parking Strategy	As discussed at the ESC-Executive meeting on 6 December 2022 on the highways and transport portfolio.	Parvis Khansari (Corporate Director Place)	Cllr Caroline Thomas	
tbc	Active Travel	As resolved at the select committee meeting on 14 June 2022, the committee will receive a further update. (Deferred from July 2023)	Samantha Howell (Director of Highways and Transport)	Cllr Caroline Thomas	Spencer Drinkwater (Principal Transport & Development Manager)
tbc	Leisure Strategy	As discussed at the ESC-Executive meeting on 12 October 2023 on the leisure and libraries portfolio.	David Redfern (Director Leisure Culture and Communities)	Cllr Ian Blair Pilling	
tbc	Review of the Waste Delivery Plan	As discussed at the ESC-Executive meeting on 20 October 2023 on the leisure and libraries portfolio.	Sarah Valdus (Director – Environment)	Cllr Dominic Muns	Martin Litherland (Head of Service Waste Management)
tbc	Local Plan	As discussed at meeting with the Cabinet Member (18 Oct 2023) the select committee to receive a report on the plan after the consultation processing.	Parvis Khansari (Corporate Director Place)	Cllr Nick Botterill	Nic Thomas (Director of Planning)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
tbc	Housing Development Strategy	As discussed at the ESC-Executive meeting on 21 November on housing, development management and assets.	James Barra (Director Assets)	Cllr Phil Alford	
tbc (May/June 2025)	Review of the Housing Allocations Policy	As recommended by the Housing Allocations Policy Task Group and agreed by the Executive 11 January 2024	Emma Legg (Director Adult Social Care)	Cllr Phil Alford	Nicole Smith (Head of Housing Migration & Resettlement)
tbc (early 2026)	Cultural Strategy	As resolved at select committee 18 July 2024, to receive an update on the strategy in 18 months' time.	David Redfern (Director Leisure Culture Communities)	Cllr Iain Blair-Pilling	

Information briefing					
Meeting Date	Item	Details / purpose	Associate Director	Responsible Cabinet Member	
tbc	Environment Act 2021	To receive a (series of) briefing regarding the implications of the Environment Act.			

Overview and Scrutiny Management Select Forward Work Programme

Last updated 15 JULY 2024

Overview and Scrutiny Management Committee – Current / Active Task Groups		
Task Group	Start Date	Final Report Expected
Financial Planning Task Group	October 2013	Standing
Evolve Programme Task Group	December 2021	-
Stone Circle Governance Task Group	December 2023	Sep 2024
Transformation Task Group	May 2024	TBC

Overview and Scrutiny Management Select – Forward Work Programme					
Meeting Date	Item	Details / Purpose of Report	Corporate Director and / or Director	Responsible Cabinet Member	Report Author / Lead Officer
12 September 2024	Wiltshire Community Safety Partnership (WCSP)	To receive an overview of the work of the WCSP, fulfilling the Committee's responsibilities under the Police and Criminal Justice Act 2006.	Lucy Townsend Ian Saunders, Wiltshire Police		Julie Upson / Helen Donadel
12 September 2024	Financial Year 2024/25 - Quarter One Revenue Budget Monitoring	To review the Quarter One budget monitoring forecast for revenue for the financial year 2024/25. To be considered by Cabinet on 17 September 2024.	Andy Brown Lizzie Watkin	Cllr Nick Botterill, Cabinet Member for Finance, Development Management and Strategic Planning	
12 September 2024	Financial Year 2024/25 - Quarter One Capital Budget Monitoring	To review the Quarter One budget monitoring forecast for capital for the financial year 2024/25. To be considered by Cabinet on 17 September 2024.	Andy Brown Lizzie Watkin	Cllr Nick Botterill, Cabinet Member for Finance, Development Management and Strategic Planning	

Overview and Scrutiny Management Select – Forward Work Programme					
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
12 September 2024	Council Performance and Risk – Quarter One Monitoring	To review the Quarterly report to Cabinet on the scorecard and the strategic risk summary. To be considered by Cabinet on 17 September 2024.	Perry Holmes	Cllr Richard Clewer, Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration, Heritage, Arts, Tourism, Health and Wellbeing	Martin Nicholls Catherine Dixon
12 September 2024	Wiltshire Council Annual Complaints Report 2023-24	To review the council's complaints activity and response performance for 2023-24.	Perry Holmes	Cllr Ashley O'Neil, Cabinet Member for Governance, IT, Broadband, Licensing, Staffing, Communities and Area Boards	Henry Powell
12 September 2024	Final Report of the Stone Circle Governance Task Group	To present the findings and recommendations of the task group for endorsement and referral to the Cabinet Member for response.	Perry Holmes		Julie Bielby

Overview and Scrutiny Management Select – Forward Work Programme					
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
12 September 2024	Financial Planning Task Group Update	To receive an update on the work of this task group, which leads overview and scrutiny engagement on finance.	Andy Brown Lizzie Watkin	Cllr Nick Botterill, Cabinet Member for Finance, Development Management and Strategic Planning	Simon Bennett
12 September 2024	Management Committee Task Group update	To update on task group activity.	Perry Holmes		
12 September 2024	Forward Work Programme	To approve the OS forward work programme.	Perry Holmes		
27 November 2024	Council Performance and Risk – Quarter Two Monitoring	To review the Quarterly report to Cabinet on the scorecard and the strategic risk summary.	Perry Holmes	Cllr Richard Clewer, Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration, Heritage, Arts, Tourism, Health and Wellbeing	Martin Nicholls Catherine Dixon

Overview and Scrutiny Management Select – Forward Work Programme					
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
27 November 2024	Financial Planning Task Group Update	To receive an update on the work of this task group, which leads overview and scrutiny engagement on finance.	Andy Brown Lizzie Watkin	Cllr Nick Botterill, Cabinet Member for Finance, Development Management and Strategic Planning	Simon Bennett
27 November 2024	Management Committee Task Group update	To update on task group activity	Perry Holmes		
27 November 2024	Forward Work Programme	To approve the OS forward work programme.	Perry Holmes		

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Health Select Committee Forward Work Plan

Updated 28 August 2024

Health Select Committee – Current Task Groups/Rapid Scrutiny			
Task Group/Rapid Scrutiny	Details of Rapid Scrutiny	Start Date	Final Report Expected
Emotional Wellbeing and Mental Health Strategy	A joint rapid scrutiny with Children Select Committee members to review the development of the strategy (subject to agreement of CSC)	26 th April 2024	Sept/Nov 2024
Voluntary Sector provision of health and social care in Wiltshire	Inquiry session with representatives from the voluntary sector to understand their perspective	TBC	TBC

Meeting Forward Work Plan

Meeting date	Item	Details/Purpose of Report	Corp. Director/ Director	Cabinet Member	Report Author/Lead Officer
20 Nov 2024 (if it didn't come to Sept meeting)	Ongoing updates related to the CQC Inspection of Adult Social Care	An update on the CQC inspection of Adult Social Care.	Emma Legg/Debbie Croman	Cllr Jane Davies	
20 November 2024 (Slipped from September)	Urgent Care – Focus on rural communities	A report on urgent care in Wiltshire's rural communities, the availability of services and whether response times are timely.	Emma Legg	Cllr Jane Davies	Heather Cooper, Director for Urgent Care, ICB
20 Nov 2024	Ongoing updates related to the CQC Inspection of Adult Social Care	An update on the CQC inspection of Adult Social Care.	Emma Legg/Debbie Croman	Cllr Jane Davies	
20 Nov 2024	User Involvement	An update on the user involvement contract. Prioritising user involvement in service review and development was an action coming out of the urgent care inquiry session, July 2023	Emma Legg	Cllr Jane Davies	
20 Nov 2024	Adult Safeguarding (multi-agency)	A review of performance against Adult safeguarding KPIs.	Emma Legg	Cllr Jane Davies	
20 November 2024	Rapid Scrutiny – Mental Health Strategy	Findings of the Rapid Scrutiny following its second meeting (HSC 12 June 2024)			
20 Nov 2024	Dentistry & Pharmacy updates	Pharmacy – A review of the Pharmacy Needs Assessment process and consideration of how commissioners (ICB) use PNA to commission pharmacy services.	ICB/Emma Legg	Cllr Jane Davies	Victoria Stanley+ Public Health Lead

Meeting date	Item	Details/Purpose of Report	Corp. Director/ Director	Cabinet Member	Report Author/Lead Officer
22 Jan 2025	Neighbourhood Collaboratives	Progress report on the work of the collaboratives following a presentation to the committee in January 2024.	Fiona Slevin-Brown	Cllr Jane Davies	Emma Higgins (ICB)
22 Jan 2025	Self-directed support	A report on self-directed support in Wiltshire.	Emma Legg	Cllr Jane Davies	
22 Jan 2025	Primary and Community Care Delivery Plan	Following item on primary and community care delivery plan, 2 Nov 2023, Committee requested details on how plan will be delivered. This will be outlined in the 'Roadmap to Delivery'	ICB/Emma Legg	Cllr Jane Davies	Caroline Holmes, ICB
22 Jan 2025	Continuing Care Fund	Following presentation from ICB in June 2024, To focus on eligibility, whether assessment is timely, is allocation fair and equitable, support offered for people who aren't eligible for this funding stream. Joint ASC & ICB	Emma Legg ICB	Cllr Jane Davies	Sarah-Jane Peffers, ICB
22 Jan 2025 OR 12 March 2025 TBC	Boater Community	Following presentation of Boater Community Survey findings to HSC, 12 June 2024, an update was requested on any actions taken in response to the survey.	Kate Blackburn	Cllr Ian Blair-Pilling	Vicki Lofts/Hayley Morgan

Meeting date	Item	Details/Purpose of Report	Corp. Director/ Director	Cabinet Member	Report Author/Lead Officer
12 March 2025 (if not at Jan 2025 meeting)	Boater Community	Following presentation of Boater Community Survey findings to HSC, 12 June 2024, an update was requested on any actions taken in response to the survey.	Kate Blackburn	Cllr Ian Blair-Pilling	Vicki Lofts/Hayley Morgan
12 March 2025	Overview of the ICB	To include the Board's starting place and what actions had been achieved to date.			Received through Chair and Chief Executive of ICB (who is this?)
12 March 2025	Substance Use Grant	To review the succession plan before the end of the grant period (HSC 27 Feb 2024).	Kate Blackburn	Cllr Ian Blair-Pilling	Kelly Fry/Lizzie Shea
12 March 2025	Briefing on providers and their role in delivering the Unpaid Carers Contract (as per 17 July 2024 meeting)	Briefing to include: <ul style="list-style-type: none"> • Detailing implantation of the new contracts, ▪ KPIs to be used to monitor effective delivery, ▪ Delivery on the 8 priorities mentioned in paragraph 7 of the report, • Delivery on the future actions listed in paragraph 7, with a particular interest in Carer Champions linked to Area Boards. • 	Alison Elliott	Cllr Jane Davies	Kai Muxlow?
12 March 2025	Learning Disabilities and Neurodiversity	To review progress on the LD strategy	ICB Emma Legg	Cllr Jane Davies	

Meeting date	Item	Details/Purpose of Report	Corp. Director/ Director	Cabinet Member	Report Author/Lead Officer
June/July 2025	Smoke Free Generation Wiltshire Health Improvement Hub	A review of the Delivery Plan to be considered with other Primary Care Commissioned services Information on the impact of the service (HSC 12 June 2024)	Kate Blackburn	Cllr Ian Blair-Pilling	Katie Davies
June/July 2025 (or sooner if issues are raised by the Health and Wellbeing Board)	Update on the Better Care Fund Plan	To receive an update with a focus on community equipment and any adjustments to budget to meet demand.			Helen Mullinger/Karl Deeprise
June/July 2025	Wiltshire Joint Local Health and Wellbeing Strategy and Integrated Care System Strategy - Progress and Performance Reporting Update	To receive an overall Progress and Performance Report (agreed July 2024) in a year's time which would be in a more accessible format. This should include an update on the additional capacity for domiciliary care to support carer breakdown, preventing avoidable admissions to hospital.		Cllr Jane Davies	TBC

Meeting date	Item	Details/Purpose of Report	Corp. Director/ Director	Cabinet Member	Report Author/Lead Officer
Sept/Nov 2025	Domestic Abuse (Safe accommodation) Grant	To review the succession plan to support victims of domestic abuse before the end of the grant period.	Kate Blackburn	Cllr Ian Blair-Pilling	Hayley Morgan/Daisy Manley

ITEMS TO BE ALLOCATED TO A COMMITTEE MEETING

Meeting date	Item	Details/Purpose of Report	Corp. Director/ Director	Cabinet Member	Report Author/Lead Officer
TBC	Direct Payments	A report on management of direct payments in Wiltshire	Emma Legg	Cllr Jane Davies	
TBC	Wiltshire Council Business Plan	Adult Social Care performance against Business Plan targets. To include overview of performance in 2023/24 & Q1 figures for 2024/25.	Emma Legg	Cllr Jane Davies	
TBC	ASC KPIs	6 monthly review. Last considered HSC 2 November 2023.	Emma Legg		Tamsin Stone
TBC	Avon & Wiltshire Mental Health Partnership	Update following report received by Committee June 2023	Fiona Slevin-Brown	Cllr Jane Davies	CEO/Deputy CEO AWP
TBC	South West Ambulance Service Trust	Performance Report – postponed from HSC June 12 2024			
TBC Throughout the year Resolution from July meeting	Wiltshire Joint Local Health and Wellbeing Strategy and Integrated Care System Strategy - Progress and Performance Reporting Update - Updates on Collaboratives	To include a) Chippenham, Corsham and Box Launch programme starting with the roll out then measuring of impact/success b) The Salisbury collaborative including roll out and measuring of impact/success c) Progress on the target that each of the 13 areas would have an established collaborative by 2025.		Cllr Jane Davies	TBC
TBC	Elective surgery	Following Forward planning discussion with ICB in July 2024	ICB TBC		
TBC	Cancer Care	Following Forward planning discussion with ICB in July 2024	ICB TBC		

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