HANDBOOK

FOR WILTSHIRE'S AREA BOARDS

DRAFT FOR CONSULTATION

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NOTE: Text below highlighted in bold italics has been either previously considered by the Wiltshire Council Implementation Executive or is the subject of statutory requirements

INTRODUCTION

1. This handbook is a mixture of rules and guidance to provide a framework for the work of the area boards whilst allowing for local variations. The role, powers and delegations to area boards are formally defined in Wiltshire Council's Constitution.

    Context

2. The proposals for the unitary Wiltshire Council expressed a commitment to develop new local governance arrangements across the County. The area boards are an element of these arrangements as a new form of local executive.

    Aim

3. The aim of the area boards is, together with partners, to drive the development of resilient communities across Wiltshire's community areas. This is the aim of Wiltshire Council and the Local Agreement for Wiltshire which is shared by all partners in the County.

    Purpose

4. The purpose of the area board is to be the mechanism within the community where, working inclusively with others, elected unitary councillors can make and be accountable for local decisions as part of Wiltshire Council's Constitutional arrangements for effective local governance.

5. Clearly, not all local decisions will be made by the area board and it might also be the case that if the area board votes for something, it might not necessarily be taken forward for other reasons eg if it has to go through cabinet, or another service provider. In these cases, the area board needs to know why a particular decision has been made.

    Objectives

6. Objective 1: Shaping Local Services

    To work with services serving the community area to determine how services are provided to meet priorities for the community area and how they are coordinated with other services to tackle local issues.

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7. Objective 2: Addressing Local Issues

    To deliver the community plan for building a more sustainable community and to identify any issues in the area and agree on how these will be addressed with the engagement of the community and key groups, including the community area partnership, the voluntary sector and town and parish councils. (Depending on the issue, a distinction may be required between issues which are area-wide and those which are specific to particular community or village within an area).

8. Objective 3: Building Community Leadership and Local Engagement

    To create a visible and effective form of local executive with a leadership style that is inclusive of all sectors of the community.

    Outcomes

9. Provide Evidence

    Evidence that the area boards are making a real difference across the community area and that there is an effective dialogue about local priorities, service provision and improvement. Public perception of the impact of area boards will rely on local people knowing about the achievement of success. Effective communication and publicity is essential to let people know and understand this way of working. The impact of the area boards will chiefly be measured through local perception and levels of satisfaction in the area which is measured annually. The work of the area board should demonstrate a measurable improvement in the area in accordance with the community plan.

10. Influence

    Indication that the area board is representative of the wider community and effectively includes local people in local decisions. Local awareness that the community knows the area board is the place to come to have an influence if there are any issues in their area. The area board should have a strategic view and should be able to show demonstrable progress towards the achievement of the community plan. The opportunity for a more joined-up approach across public sector agencies towards having greater influence through local consultation can be explored with area boards taking a lead on coordinating more meaningful and influential input. The influence that people feel that they have through area boards will be measured through an annual survey of local perception and satisfaction levels.

    Outputs

11. Working Together

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- Build a close working relationship with the community area partnership and other partners, including the local Neighbourhood Policing Team of the Wiltshire Police, Health, Fire and Rescue Services, Town and Parish Councils, Housing Associations, service user groups and the voluntary and community sector

12. Tackling Local Issues and Priorities

- Hold a state of the community area debate or local event to identify priorities, issues and problems and how these might be addressed. (In areas where the area board covers more than one community area, the area board will need to decide with the community area partnerships and other interested parties if there should be a state of the community area debate in each community area, or just one for the community areas covered by the area board). These priorities will feed into the annual Wiltshire debate of the unitary authority.
- Compile a local area assessment linked to the community area plan to feed into service planning and budget setting processes of the Council. A local area assessment is a detailed profile of the community area.
- Identify local challenges or difficult issues which cut across a number of service areas or functions
- Award local grants for local projects which could take the form of a participatory budgeting event (these events have been piloted by the Participatory Budgeting Unit and are a way of enabling local communities to decide on which projects should be funded through a small grant)

13. Ensuring Transparency and Visibility

- Establish a communications network within the community area and ensure that regular information is sent to anyone who joins in a simple, engaging format.
- Regular reports and publicity in all local media including advance publication of agendas for meetings of the area board
- Records of each meeting including attendance figures and evidence of including everyone or ensuring everyone has the opportunity to be involved (which implies having a good knowledge of the population and demographics in the area to identify those who do not attend)
- All published material to be available online and in a variety of formats to suit those living and working in the area.
- Contribute to case studies and anecdotal evidence of local problem-solving and other projects and achievements promoted by the area board
- Evidence of effective chairing and facilitation
- An objective annual evaluation of progress and performance

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Performance Management

14. In this section, an overview of various local and national indicators and targets is listed. Some of these indicators are ones which central government will use to evaluate performance in Wiltshire in community empowerment.

15. The performance of the area boards will be measured in the following ways and open to inspection and scrutiny by key inspectorates such as the Audit Commission. And new processes such as the Comprehensive Area Assessment. Both public services providers and area boards need to work in harmony whereby services contribute to the performance of area boards and area boards contribute to the performance of services, particularly where everybody has to work within tight budgets, statutory priorities and resource constraints.

16. Local Area Agreement for Wiltshire. This is an agreement which is between the Council, its partners and central government with targets to be achieved in Wiltshire across the following range of strategic aims. Some of the phrases used below (eg resilient communities, social capital, affordable housing) are explained further in the glossary.

   ▪ Build resilient communities with high social capital through people feeling socially included, enabling communities to build skills, abilities, knowledge and confidence to take effective action and play leading roles in the development of their communities, enhancing their quality of life
   ▪ Supporting people's lives to be able to live independently, supporting families and people to make informed choices and reducing the causes of mortality for all ages
   ▪ Improve affordable housing
   ▪ Building a positive and sustainable environment for economic growth
   ▪ Communities that feel safe and are safe
   ▪ Tackling climate change and ensuring a high quality natural environment
   ▪ Working together to achieve these ambitions through the 'family of partnerships' and area boards
   ▪ Use of good evidence such as the Joint Strategic Needs Assessment, community profiles and surveys to make informed decisions

17. National Performance Indicators (baseline surveys for benchmarking are being established at the national and regional levels by the Department for Communities and Local Government)

   ▪ % of people who feel they can influence decisions in their locality

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- % of people who believe people from different backgrounds get on well together in their local area
- % of people who feel that they belong to their neighbourhood
- % level of civic participation in the local area
- % level of overall/general satisfaction with local area
- % level of participation in regular volunteering
- Evidence of an environment for a thriving voluntary and community sector

18. Local Performance Indicators

- % level of satisfaction of people who have participated in an area board
- % level of trust and satisfaction with the Council and its partners in the community area
- Measures of performance at a community area level in the annual 'Place Survey' which will be carried out across Wiltshire and benchmarked against other local authorities

19. Evaluation and Review: Meetings and Process

- Attendance levels at the meetings of the area board
- Level of local engagement with the area board through question time, written questions and petitions etc
- Level of achievement against the priorities and projects identified in the community area plan
- Assessment of the scope and quality of area board decision making
- Assessment of the quality, scope and local relevance of the reports, presentations, papers and issues presented to the area board
- Assessment and feedback from those who have presented reports, made presentations and invited decisions from the area board
- Assessment and feedback from those attending area board meetings

20. Evaluation and Review: Outcomes

- % residents who feel that local decision making is transparent
- % of residents who are aware of at least one decision made by the area board that has improved life in the community area over the past year
- % of residents who know how to hold the services provided by the local authorities to account
- Local public satisfaction ratings with the performance of the local authorities and service provision for the area
- Successful local improvements achieved through the area board

- What does success look like – this will include anecdotal evidence plus quantitative feedback through mechanisms such as the People's Voice panel (disaggregated to community area level)

Determining Priorities

21. The community area plan and any supporting action plans will be updated annually through feedback from events such as the state of the community area debate, consultation and research. Area boards will need to determine priorities because not everything will be immediately deliverable and priorities may also conflict or compete. The Police and community safety partnerships use a business model called the national intelligence model to determine priorities and this model can be adapted for the use of the area boards. The national intelligence model (NIM) provides a mechanism by which intelligence and information is collated, evaluated, analysed and disseminated to relevant audiences in order to set priorities and direction.

22. In order to set the strategic priorities, a strategic assessment is carried out. This involves analysis of all relevant issues to examine what performance is like for each, how the issue is likely to change over time, how existing strategies may be affecting the issue, and how the issues interact with national, regional and local priorities and plans. Political, economic, social, technological, environmental, legal and organisational matters are identified and an assessment is made of how these factors will impact on the issues in the coming years.

23. A prioritisation matrix is often used to capture findings of the assessment of each issue and to weigh up the threats they pose in terms of impact on communities and risks to the objectives of the organisation. From this matrix the key priorities, or 'control strategy', for the next year are identified. Recommendations for action to improve performance, gather information and impact on the priority issues are made and these form an action plan for the next year, which is reviewed every 6 months. In the short-term, area boards could adhere to the principles of NIM to produce a strategic assessment, drawing on any analytical work carried out to date in the community area to inform the report. However, in the longer-term, training would be required to carry out a detailed analysis using this model and this would need to be discussed with the Police who run a National Intelligence Analyst training course.

24. Wiltshire Council is committed to responding to the needs of the community as identified in the local community plan. It expects the community plan to be an independent assessment of community priorities identified in collaboration with the local community area partnership and it is recognised that the partnerships will take the leading role in the review and publication of the plan. The area boards will fund,

support and facilitate this process and work to ensure a coordinated, multi-agency response is delivered to the priorities that emerge.

25. In the Department for Children and Education another useful model is used to determine priorities and this is called 'Turning the Curve'. *[More to follow on this model]*

REPRESENTATION

26.   The area boards represent the interests of the local community areas. It is made up of unitary councillors who have been elected to represent the community and also representatives of organisations who are in a position to make decisions about resources and services provided in the community area. Initially, the term area board means the core unitary members, but, as the area boards develop in each area, membership and representation would form an area board which is unique to serve the specific needs and identity of the area.

Membership and Representation

27.   The core voting members are the unitary councillors representing the divisions covered by the area board, served by a community area manager and democratic service support from a qualified officer.

28.   The area board consists of voting members who are the unitary councillors and non-voting members who include town and parish representatives and a representative from the community area partnership. There is no intention to devalue the role of the community area partnerships by replicating the same membership as those partnerships and the area board needs to be aware therefore of who is on the community area partnership. Suggested non-voting representatives from other organisations, who will attend the area board as and when appropriate, are people who are able to make policy, budget or resourcing decisions or who have a representative role on behalf of the wider community. The idea is for the area boards to be able to be as flexible as possible, but not to duplicate the membership or work of the community area partnership. The area boards should not become an exclusive body and may also wish to invite members of the local community to attend. In order to address specific issues, the board may decide to invite other representatives to join them on a standing, regular basis or on a one-off basis:

   ▪   Elected representatives from town and parish councils in the area or, depending on local preferences, from clusters of parishes
   ▪   Local Neighbourhood Policing Team Inspector (and/or a local Sergeant nominated as a designated deputy in order to maximise attendance by the Wiltshire Police – other organisations might want to consider a similar deputising role)
   ▪   Appropriate manager from the Wiltshire Fire and Rescue Service
   ▪   An appropriate local officer, with executive powers, from the Primary Care Trust
   ▪   Housing Officer or officer from the local Housing Association
   ▪   Representative from the local community area partnership/s
   ▪   Member of the Council's cabinet

- Corporate or Service Director of Wiltshire Council with the corporate brief to support the work of the area board
- Representatives from specific local groups such as the community area young people's issues group (CAYPIG - who might want to send two representatives to support each other),
- Other groups will be welcome to attend and participate when relevant eg representatives from specific service user groups, from the voluntary sector, minority ethnic groups, older people's groups, sports groups, School Councils, governors and local user groups who have a strong presence in the local area eg the military, colleges, local businesses, Chamber of Commerce etc

29. Local service managers from the Council who have been given delegated powers to work with the area board will attend as and when required.

Appointment of Unitary Councillors

30. ***The unitary councillors are appointed members of the area board upon being elected to the Council.*** Other members are appointed by their respective organisations and groups to be a member of the area board.

Election of Chair person and Vice-Chair person

31. ***The Chair person and Vice-Chair person will be selected from and nominated by the core membership of unitary Councillors and elected by the unitary councillors on an annual basis at a meeting of the area board.*** This election will be conducted in public each year by the unitary councillors. Only elected members will be able to nominate or propose the Chair person and Vice-Chair person.

Role of the Chair person

32. The Chair person will agree the agenda, run the meeting, ensure decisions are prioritised and that progress is reported back. If the Chair person stands down, the arrangements for the election of another Chair person are defined in the Constitution. The Chair person shall ensure that all present have a fair and equal opportunity to participate. Everyone will endeavour to

- Attend all appropriate meetings and work together constructively
- Action matters allocated to them promptly and properly and are able to report back at subsequent meetings
- Support the expectations of the local community as regards what can and what cannot be achieved
- Encourage inclusive community engagement in identifying and tackling local issues

▪ Work in a collaborative way with service providers and partners, rather than in an adversarial manner.

33. With advice from the community area manager and democratic services support, the Chair person will ensure that meetings are conducted as efficiently and effectively as possible and will, at all times, act reasonably.

Voting and Tests of Opinion

34. *Only the unitary Councillor member of the area board has a vote, where an official vote is needed. In the event of equality of votes, the Chair person will have a casting vote. There will be no restriction on how the Chair person chooses to exercise a casting vote.* It will be subject to the discretion of the Chair person to decide if the decision or issue should be open to a poll of opinion from all representatives on the area board who are in attendance. It will be up to the Chair person to decide which decisions or issues need to be subject to a wider test of public opinion.

35. The Chair person will conduct the test of opinion, or gauge the 'mood' of the meeting, by show of hands, or if there is no dissent, by affirmation of the meeting. At larger meetings, the Chair person as advised by the community area manager and the democratic services officer may decide to use different forms of indicating an opinion. All tests of opinion will be recorded and open to public scrutiny.

Role of the Cabinet Member on the Area Board

36. *A member of the Council's Cabinet will attend area boards across the County on a rotating basis. Cabinet members attending the area board will not have voting rights. A unitary Councillor who is a member of the area board because it covers their local constituency, who also happens to be a Cabinet member, will have a vote as a standing member of the area board.*

37. *At the beginning of the year, the Cabinet will notify each area board of the dates on which the portfolio holders will attend area meetings. This will enable the area boards to plan ahead and raise issues relevant to that portfolio at the meeting. There may also be occasions when the portfolio holder needs to attend an area board, because an urgent or unforeseen situation has arisen locally and this will have to be negotiated on an ad hoc basis with the individual portfolio holder.*

38. *The purpose of the attendance of a Cabinet member at the area board is to provide:*

- *a strong connection between the local executive and the Cabinet*

- *a mechanism for referring matters to the Cabinet for review in cases where local action has failed to resolve an issue*

- *a means for Cabinet members to assess the local impact of the strategic policies for which they are responsible*

- *an opportunity for non-executive members and local communities to discuss and influence strategic policy*

39. *The Cabinet may also want to consult area boards on an area of policy development or on decisions which will have an impact on the community and in this case, a Cabinet member may put a request to an area board to attend and discuss the issue. The benefit of a Cabinet member attending all the area boards on a rotating basis is that they will develop a good understanding of issues across the whole County.*

Exempt Information

40. The Chair person will decide whether any items should not be released in the public domain, having if necessary taken advice from Democratic Services. There will not be a 'part 2' exemption process at the area board. The following categories of information are exempt from being in the public domain should they arise at an area board:

- Any Information relating to a named individual
- Discussion of legal matters relating to any organisation

Declaration of Interest

41. *All unitary councillors will be subject to the Code of Conduct for Members, including the requirements in respect of declaration of interests when conducting area board business. This may be a personal, pecuniary or prejudicial interest and will determine whether the member may stay in the meeting and vote. Elected Parish representatives will follow the same approach and declare their interests in accordance with their own Local Code of Conduct.* For people attending an area board who are not subject to a code of conduct, appropriate standards of behaviour are expected and these will be posted up on the wall or seats.

Quorum

42. The area board will be quorate if 25% or more voting members attend a meeting (provided a minimum of 2 voting members are in attendance).

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In the event that the meeting is not quorate, those present can discuss items on the agenda and report their findings to the next meeting for consideration.

Audit

43. The area board's accounts will be inspected and audited annually.

AUTHORITY

Delegated Power

44.   The schemes of delegation are specified in the Council's Constitution. Delegation to area boards operates on several levels. The Leader of the Council will decide on the executive powers and responsibilities that are to be directly delegated to area boards. These currently include conducting participatory budgeting events; allocating funding for local projects; calling the Council's services to account for local performance in the community area; and the implementation of the local area agreement and sustainable community strategy at the community area level. Decisions on the exercise of such delegated functions will be restricted to the unitary councillors of the area board.

45.   Officers and Cabinet members attending the area board will be able to make decisions under their respective schemes of delegation, taking account of the wishes of the area board on matters including local service provision, addressing local priorities and problem-solving in the community area. This may also involve explaining why specific decisions have been made, particularly where there is a conflicting view within the community, or difficult choices have had to be made.

46.   Area boards are expected to work within the budget and policy framework set by the Council, but where there are challenges to this framework, representations can be made to Cabinet to present the case for change or review of policy by the Council. On an annual basis, the area board will feed the priorities for the community area into the Council's budget-setting and service planning processes and also into the Wiltshire Assembly.

47.   ***The area boards will provide grant funding towards the core running costs of the community area partnerships and this funding will be governed by a simple service level agreement to determine how this core funding is used and what activities are deemed to be eligible.*** Each year, the community area partnership will be expected to put a bid in to the area board for its operating costs and a service level agreement will be made with them to deliver the following, as a minimum:

-    To establish a partnership, steering group and thematic groups, as necessary

-    To engage stakeholders within the community and to maintain a contacts register of key organisations and volunteers

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- To consult widely on a range of socio-economic issues including holding regular public engagement events

- To prepare and regularly review an assessment or plan of the major economic, social and environmental issues facing the community area, together with an action plan for addressing the identified issues

- To work with the community area manager to feed issues from the partnership to the area board for consideration, or to host joint meetings of the board and the partnership where appropriate

- To champion local issues and help with the project planning and delivery of priority projects, including fundraising where appropriate

- To contribute to the services and activities provided by the Wiltshire Forum of Community Area Partnerships (WFCAP), including attendance by members at relevant networking and training events

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RESOURCES

Budget

48. For 2009/10, a budget of £1 million will be allocated for use across Wiltshire's 20 community areas to support local projects and community area partnerships.   This budget will be allocated through the 17 or 18 area boards.   An equity model has been developed to allocate the funding on the basis of several factors, including the size and density of the population in the community area covered by the area board and levels of deprivation. A percentage of the budget will be ring-fenced as core funding for the community area partnership, but this will be subject to a bid to the area board before being awarded.

49. *[Further consideration is being given by the Wiltshire Public Services Board to the potential for area boards to bid to use a proportion of the reward money from the Local Public Service Agreement to address priorities in the Local Area Agreement at the local level. – More to follow on this proposal].*

Participatory Budgeting

50. Two participatory budgeting trials are taking place in Wiltshire; in the Calne and Salisbury community areas. The outcomes from these trials will further inform how this process could be rolled out across the rest of the County.

51. As the Participatory Budgeting Unit advises, in principle, participatory budgeting directly involves local people in making decisions on the spending and priorities for a defined public budget.   Participatory budgeting processes can be defined by geographical area or by theme. This means engaging residents and community groups representative of all parts of the community to discuss and vote on spending priorities, make spending proposals and vote on them, as well as giving local people a role in the scrutiny and monitoring of the process and results to inform subsequent participatory budgeting decisions on an annual or repeatable basis. Approaches can take a number of forms:

   ▪ Spending parts of specific grant pots
   ▪ Devolved mainstream Council budgets
   ▪ Setting local authority wide priorities, agreeing projects and spend around an annual revenue budget-setting process
   ▪ Agreeing wider local area agreement, local strategic partnership priorities and spending

52. Each year, the Council consults on its budget priorities with local communities. In future, the area boards will have a role in organising

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and bringing together local views and local people to contribute to this consultation on the budget.

Community Infrastructure Levy and Section 106 Work

53. The government is considering new ways of funding infrastructure projects for the future through a Community Infrastructure Levy (CIL). This is a charge which local authorities will be empowered, but not required, to levy on most types of new development in their areas. Local authorities would be responsible for deciding what is appropriate for their areas and this will normally be captured and set out in the Local Development Framework. The area boards will be consulted on the framework and thus have a degree of influence over the priority afforded to certain projects in their areas ie education, recreation space, equipped play areas, flood defences or health services. Charges would be based on a simple nationally set formula.

54. It has also been proposed that area boards should have an influence over the allocation of section 106 money. A task group of the Spatial Planning Working Group is looking at the issue of infrastructure planning. It is clear, however, that planning agreements must relate to contributions which are necessary to make a particular development acceptable and cannot simply be used to try and deliver a 'wish list' from the community. The role for area boards would therefore be to influence or shape how a necessary contribution is delivered. For example, if the contribution is for 'youth recreation', the boards could suggest to the developer at pre-application submission stage that it take the form of a football pitch as opposed to equipped toddler play areas. Similarly, a contribution could be used on a new facility, or to enhance a nearby existing facility owned by a parish or town council.

Transfer of Community Assets

55. The majority of transfers are likely to be reasonable straightforward and non-contentious. The area boards may wish to raise the awareness of the possible transfer of community assets in their area and encourage this to happen where it will be of benefit to the community. Expressions of interest are logged with the Council's property services and then applications are considered by officers with delegated powers to deal with most of them. With more complex proposals, there may be a need to refer them to a higher level for member decision. *[A relatively simple system without great bureaucracy is currently being designed and the role of area boards will be considered in this].*

Support from Community Area Managers

56. *A full-time community area manager will support the area board and will be dedicated to work in the community area/s covered by*

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*the board. S/he will **build strong working connections with the relevant service providers who need to report to area boards and ensure that they are fully briefed in advance of coming to an area board.***

57. Wherever possible, the community area manager will provide early notice to service managers (and partner agencies) of issues that emerge within the community (before they become before the area board). This will enable service teams to respond with early advice that may resolve the issue before it escalates.

58. Community area managers will assist frontline service personnel (and partner agencies) to undertake local consultation and engagement activities within the community, organise, attend and facilitate such community engagement events and help distribute service information through the local community networks that will exist at area level.

59. Where they have been provided with the necessary information, community area managers will help to explain issues facing frontline and partner services (such as forward programmes, schedules of works, targets, performance etc) to members, partners and the wider community.

60. Community area managers will consult with service personnel before releasing any research or consultation findings that may present the service in a less than favourable light. This will ensure that background and contextual information can be included with the results to ensure that a fair and balanced view of the issue is presented to the community.

61. The community area managers will assist frontline services and partners to recruit volunteers and to identify those individuals and organisations that may be able to assist in the provision of services – flood wardens, first responders, traffic census staff, polling and canvass staff, sports coaches, neighbourhood watch coordinators etc.

62. The community area managers will notify frontline and partner services of funding opportunities that may exist at area level to support local projects.

63. The community area managers will notify frontline and partner services of opportunities to promote their services to the community – such as public events, publications, media events etc.

64. When speakers are invited to make a presentation or discuss an issue with an area board, the community area manager will need to receive a final copy of any presentation or slides at least 8 working days before the meeting and would seek to work closely with the presenter to facilitate the presentation, suggest changes and include contextual information. It is the community area manager's responsibility to ensure that any

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external or internal speakers are fully briefed about what the area board will expect from them.

Support from Democratic Services

65. ***A democratic services officer will support the area board on a part-time basis. This officer will help to construct agendas, convene meetings, ensure that the details of agendas and meetings are well publicised in advance, and will keep records and minutes of meetings and events. The democratic services officers will be a resource shared across several area boards.***

Support from Local Officers

66. The area boards will be supported by the Council's corporate services. A corporate or service director will be assigned to support each area board.

67. Induction, development and training will be provided for the area board members.

68. The area governance arrangements are based on a collaborative and mutually supportive approach. It is in the interest of all parties that the council, its services and those of its partners are presented in a positive way across Wiltshire. The area boards will not find it easy to succeed if they are perceived by service managers as merely a mechanism by which they are continually held to account in public for local problems (although there may be occasions when this is appropriate).

69. Local service officers require sufficient delegated powers to have the capacity to attend and respond to area board meetings which will meet at least quarterly, or as frequently as monthly and to the sub groups of community area partnerships which will be on a specific theme and likely to run for a period of time on a project management basis. It is not likely that local service officers would have to attend every meeting.

70. Local officers need to be sufficiently skilled and/or supported to present information as interactively and creatively as possible and to facilitate inclusive decision-making processes or the identification of options and priorities on specific service-related issues. They need to be able to:

- take part in state of the community area debates, citizens' days and participatory budgeting events as required

- to assist the community area partnerships in arriving at realistic and evidence-based priorities in the community area plans

- to respond to decisions of area boards concerning how the priorities in the community area plans should be taken forward and to state

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these standards and agreements in a Wiltshire Community Charter, which will identify and allow for any local variations

- to assist in responding promptly to community 'calls for action', petitions and local scrutiny as and when required

- to work closely with the community area managers to examine community area surveys, profiles and other local intelligence in order to establish and account for the wider context and any background explanation to any findings

- To provide training materials, induction, briefings, information and regular updates to enable the Community Area Manager to have a reasonable and up-to-date understanding of the services provided in their area and a good working relationship with key service personnel operating in the area.

- to advise the area boards on the criteria and appropriateness of local grant applications and allocations insofar as they relate to service provision and strategic priorities

- to assist in putting together bids for local funding as and where this is appropriate and draws on their area of expertise

- to work with the community area manager and/or elected members to troubleshoot and/or anticipate problems within the community area and work out a strategy to address these issues or provide early warning of them

- To seek greater integration locally, with the work of other agencies by contributing to workshops and briefings (eg neighbourhood policing, fire, health) wherever possible

RELATIONSHIPS

71.   The area boards are the main local mechanism for the Council to extend and meet its statutory duty to involve local people, to make decision-making as transparent and open as possible and to provide access to information about the community area. There are many different partnerships, groups, organisations and other parties with which the area board will need to work.

Community Area Partnerships

72.   The area boards are legally constituted entities under the Council's Constitution. The area board works along side, supports, consults and collaborates with a community area partnership/s in the local area. The area boards and community area partnerships share a mutual interest in reaching out and drawing in the voices of the wider community. One of the roles of the community area partnership is promote more inclusive and wider engagement. The area board needs to recognise, support and maximise the potential and contribution of the local community area partnership/s in its area to engage local people by encouraging greater participation in events, deliberations and different forms of consultation.

73.   Community area partnerships are independent entities who define their legal status, purpose and membership in their own separate terms of reference which are not part of the Council's Constitution. In its support for the Wiltshire Forum for Community Area Partnerships, the Council encourages the development of consistent terms of reference across the community area partnerships, whilst also allowing for diversity in terms of identity and local flavour.

74.   The community area plan is a key means for the community area partnership to communicate its priorities and issues to the area board, provided it has been developed in a way which meets the Council's standards of inclusiveness, equality, diversity, consultation and research. The development of the community area plan would also ideally take into account guiding strategic frameworks such as the Sustainable Community Strategy for Wiltshire, the Local Area Agreement for Wiltshire and other strategic planning documents of the Council and its partners which are relevant to the local area.

75.   ***The area boards will hold a ring-fenced budget to provide funding to the community area partnership/s in the area it covers. In some instances, the area board may cover more than one community area.*** Community area partnerships will submit a bid each year to the area board for funding which will be awarded subject to an agreement between each party as to what this funding will provide for the local

community. Additional funding will be available from the area board for local community projects.

76. The funding for the community area partnerships will include a fixed sum for each community area partnership to secure public liability insurance. The Wiltshire Forum for Community Area Partnerships offers to facilitate the securing of insurance for the community area partnerships across the County provided that the partnerships are constituted as a form of recognised entity and that the insurance risks are fully assessed. Each community area partnership needs to assess its risk

77. In preparation for when the area boards become fully functional in June 2009, a Community Charter will be developed to further clarity the relationship between area boards, community area partnerships and service providers.

Other Boards and Partnerships

78. There are many other boards and substantive partnerships in Wiltshire which the area board will need to be aware of and be able to relate to on specific issues. Some of these boards and structures are still emerging. Each area board will be provided with an organisation chart of the boards and partnerships across all service areas and an indication of how they fit together; this map will need to be kept up to date by the Council. Excluding any boards established specifically for the transition to the new Council and the transformation of services, these boards and partnerships cover:

- Wiltshire Assembly
- Wiltshire Public Services Board
- Police Authority
- Joint Commissioning
- Health and Social Care
- Transport
- Culture
- Economic Regeneration
- Housing
- Environment
- Education and Lifelong Learning
- Community Safety
- Voluntary and Community Sector
- Young People's Issues
- Equality and Diversity
- Planning and Development Control

79. There will be guiding strategies and frameworks which will be of relevance and interest to area boards where they have a specific impact

on the community area/s covered by the area board. Key strategies include:

- Local Agreement Wiltshire
- Local Area Agreement
- Sustainable Community Strategy
- Local Development Framework
- Joint Strategic Needs Assessment
- Community Area Plans
- Service Plans
- Corporate Plan

80. The area boards need to ensure that engagement is as inclusive as possible and meet the requirements of equality and diversity impact assessments and other risk assessments.

Cross Boundary and Cross Border Issues

81. Issues rarely respect local boundaries. Area boards will work across these boundaries, collaborating and engaging with neighbouring boards or neighbouring local authorities on issues of local concern.

Town and Parish Councils

82. ***All town and parish councils in the area covered by the area board will be invited to send a representative to attend the area board;*** this representative must be an elected town or parish councillor. When any events are being held by the area board, all members of town and parish councils will be invited to attend. Town and parish councillors can ask the area board to put an item on its agenda for discussion. Some research might be required to ascertain if the issue is common to other town and parish councils in the area, so that it can be addressed in one go. Representatives attending the area board are expected to provide a link between the area board and their respective town or parish council, to bring forward information and take back decisions from the area board.

83. The agendas for the area board will be sent to the clerk and Chair person of the town and parish councils 20 working days in advance of any meeting of the area board. Since town and parish councils meet at different frequencies, it may not always be possible for feedback in time for an area board on some issues. The area board and town and parish councils in the area will need to work together to ensure effective communication and provide advance notice of the programme of meetings scheduled throughout the year and come to an agreement about how this process could best work so that issues relevant to particular town and parish councils or cluster can be raised throughout the year, once they have had time to discuss them. Dates and agendas

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of the area board meetings need to be publicised as well in advance as possible in order to enable town and parish councils to consider the issues.

84. Town and parish councils are a key mechanism for the Council, through the area board, to meet its duty to involve and also to promote democracy in Wiltshire. Where public services have been delegated by the Council to a town or parish council, the area board may want someone from the town or parish council to attend to discuss service provision just as it would with any other provider of public services. Where town or parish plans exist, or are being developed, they will be a valuable tool to highlight local priorities, alongside the community area plan, and to gauge progression in addressing those issues.

Statement of Community Involvement

85. The statement of community involvement is an important part of the formal adoption process for planning documents. A new statement is currently being drafted for Wiltshire Council. *[Further information to be inserted as this SCI draft is prepared].*

Local Challenge

86. A significant role for the area boards is to exercise local challenge of services delivered by the council, its partners and other agencies. However, this challenge must be made with the understanding that some of these organisations have no legal power to delegate decisions to local areas. For example, the Primary Care Trust Board does not have the legal authority to delegate National Health Service decisions.

87. Where possible, the area board will exercise a local challenge by inviting the appropriate representatives, including representatives from the Council, to make submissions and be questioned at meetings of the board with a view to achieving awareness, influence and improvements in services. It will report its findings and recommendations to the appropriate body which, in the case of the Council, will be the relevant executive cabinet member and service director. A formal response will be given to the area board within 28 days for further consideration.

88. If the board remains dissatisfied then a referral to the relevant Overview and Scrutiny Committee of the Council is possible, setting out the action taken to date and the reasons, with evidence, for the decision to refer. It will be for the relevant Overview and Scrutiny Committee to decide what action, if any, to take and to report back as appropriate to the area board. The fact that an area board simply does not agree with the decision/response of a cabinet member and/or service director will not be acceptable grounds for referral.

89.   Provided it is not 'ultra vires', should the issue under 'local challenge' be a multi agency one or have implications for the budget or policy framework of the Council, or contractual/agreement implications for the partner or agency then the matter can be referred early with the available evidence, first to the Cabinet member, then to the service director and, then if required, on to the relevant Overview and Scrutiny Committee to undertake a review. Again it will be for the committee to determine how to respond to the request and the level of action it intends to take.

90.   Within the remit of local challenge will be the formal process of local petitions and calls for action by local councillors. In the first instance, these may be received by the area board and a view taken which will accompany the petition or call for action during its formal consideration by the Council, and Overview and Scrutiny in the case of calls for action. The process for handling these formal mechanisms is set out in the Constitution. If the issue is not concerned with a service of the Council, then the town or parish council could go straight to the service provider to address the issue.

Petitions

91.   A petition is a written request for consideration of a particular matter or to take a specific course of action. It can lend weight to a particular viewpoint and demonstrate that a view is shared by others. Petitions can be co-ordinated by individuals or by local organisations. Government will place a statutory duty on local authorities to respond to all local petitions. The statutory duty covers all those who live, study or work within the local authority boundary, including those under the age of 18 years. Petitions may cover any local matter relating to any function or quality of service the local authority or its partners provide, through the Local Area Agreement or other partnership arrangement, and which affect the people who live, work or study in the area, except licensing and planning matters.

92.   Petitions must contain a call for action, and must be clear to which local authority the petition relates. In addition, signatories are required to record their name, residential, work or study address, the date they signed the petition, and their email-address for electronic petitions. Wiltshire Council reserves the right to use this information to check the validity of petitions. If the petition attracts significant local support, it should be able to trigger a public debate in the full council. Local authorities should set their own thresholds for triggering debates but these should at most be 5% of the local population.

93.   The response should be proportionate to the seriousness of the issue or the level of support for the petition – but should always be substantive. Reactions can also cover reviews of policy, hold a public meeting, run a public consultation or gather more views on the issue.

94. Petitioners can appeal if they are not satisfied with their response. Overview and Scrutiny Committees can assess the appeals. If they judge that the local authority's response was not adequate, they will trigger a debate of the full council. They could also recommend that the local authority send a more detailed response to petitioners. A full council debate would be guaranteed if a large number of people sign a petition, and any petition could end up being debated if the local authority did not respond to adequately initially.

Councillor Calls for Action

95. The councillor call for action is a process for all councillors to act on behalf of residents to resolve a local issue of concern, acting as a last resort for residents who cannot get issues resolved through any other means. The call allows referral to the relevant area board and/or Overview and Scrutiny Committee for consideration. The power to initiate a call rests with the local councillor who determines:

   ▪ which issues to champion and/or take forward as a call for action
   ▪ when to reject an issue; If a councillor decides not to refer a matter, no further action is taken under a call for action

96. The call for action may cover any local matter relating to any function or quality of service the local authority or its partners provide and which affect the councillor's division. If the issue represents a significant and genuine concern or a persistent problem affecting individuals within the wider community, it can appear as a call for action if the matter cannot be resolved through other channels. The call for action is an avenue of last resort. Concerns can be identified as a result of information from individuals, community groups or the councillor's own observations. The possible courses of action are:

   ▪ A councillor who is unable to resolve local issue initiates a call for action to the respective area board by completing the appropriate request form

   ▪ The area board will consider the request. The form will state the nature of issue, reasons for call, documentation of actions taken and possible solutions. The area board will endorse or reject the call for action. The area board will state its reasons if the call is rejected.

   ▪ If the call is endorsed, the area board would first of all seek to resolve the issue locally, but if this is not possible for any reason, the call for action will be referred to the relevant Overview and Scrutiny Committee to determine whether or not to hold a scrutiny inquiry into the matter. The Committee will consider the details

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presented on the request form. If the request is declined, the Overview and Scrutiny Committee will state its reasons

▪ If the request is not declined, the Overview and Scrutiny Committee will consider the issue and publish its report and recommendations. The committee will request, in writing, the requirement that the executive or other appropriate body consider the report; respond and publish the response within 28 days of receipt.

Public Service Providers

97. The aim is to create an environment that promotes speedy, timely and informed decision-making. The responsible officers for public services provided by the Council in the community area/s covered by the area board will be invited to attend events and meetings where there is a relevance to that service: these Council service providers will not have to attend every meeting, but will be sent a forward programme to determine which meetings they will need to attend. The Council will nominate frontline officers who provide local services in the community area and who will be able to be called to attend an area board to discuss the provision of that service. It is suggested that because of the wider links and connections which can be made, representatives from the Police, Fire and Rescue and Health services are standing members of the area board, where they feel it is appropriate and where they have made a commitment to attend.

98. None of these service providers will have voting rights but will attend the area board to provide professional advice on their services and to take on board, where there is an evidence base, any priorities or issues which need to be resolved in the local area or which the community area partnership could be supported to resolve. They will either offer solutions through the use of their delegated powers to make decisions about the service provision in the area, or will take back the issue to shape future policy or services. Their role is to bring specialist expert advice and to provide decision-makers with options and to maintain an impartiality.

99. These service providers may also wish to ask the area board if they could sound out with them or with the community area partnership and also the wider community if appropriate, issues around consultation on their service, future direction and structuring of the service, or shaping decisions and policies about the service which will have an impact on the local area. Service providers represent their specific service rather than being expected to represent the whole Council. The area boards are part of the Council's local governance structure and in working with public service providers, members of the area board are expected to adhere to the values and behaviour which have been agreed as being the way in which the Council aims to operate:

- Sharing a sound understanding of and commitment to the goal of 'resilient communities' and the Council's priorities of high quality, low cost, customer focused services; local, open, honest decision-making; and working together to support Wiltshire's communities

- Showing mutual respect, honesty, candour and openness to challenge

- Treating people in all services with respect and avoiding behaviour which may be experienced as threatening or aggressive

- Practising innovation and delegation, not 'command and control'

- Valuing diversity, equality and inclusiveness in the County

WAYS OF WORKING

Principles for Service Design

100. In future, the Council's performance will be measured against key elements of community leadership, local people's sense of place and quality of life and how much they feel involved in decisions made in and for their community. More deliberative styles of engagement will be introduced to complement representative democracy. More transfers of public assets to communities will be made possible, with a greater emphasis on social enterprise and shared influence and power for local communities eg through acts such as the Community Empowerment, Housing and Economic Regeneration Bill

101. All services will be subject to the following duties in future and the area boards, working with more inclusive community area partnerships, will be instrumental in helping to carry out the following duties:

   ▪ to respond to petitions which will provide evidence as to where inspections should be triggered
   ▪ to promote democratic understanding and participation
   ▪ frontline officers will be empowered to further empower users and residents
   ▪ to involve local people in local service design and decision-making
   ▪ to develop further participatory budgeting approaches
   ▪ councillors have the right to call for action locally
   ▪ services have the right to respond to local priorities

102. In future, all consultation for and on behalf of the Council and, where possible, its partners, should be conducted through the area boards who will also involve the community partnerships and the wider community networks that will exist.

103. Members and representatives on area boards and local service officers will need to be familiar with the Council's Corporate Plan, the Local Agreement for Wiltshire (LAW) and be able to assess the implications of these aims and targets for particular community areas, and set in place appropriate schemes and projects to implement these plans, where these aims and targets are relevant to local circumstances. It is also important that performance management and reporting systems are also put in place.

104. In Wiltshire, there is a track record of sharing and disseminating best practice through case studies, video conferences and other forms of communication and the expectation is that local service officers continue sharing this work as a Community Empowerment Champion Authority by

contributing to best practice case studies, research and conferences, or material for conferences as required.

Structure

105. Community areas to be used as the units from which service areas, operational delivery and locality teams are constructed It will often be the case that a single member of staff will cover several community areas, but the number of areas must not be so great that the officer is not continuously up-to-date and authoritative on all current issues to do with their service in each community area.

106. Local service structures to be designed to enable sufficient staff to be in regular contact with area boards and community area partnerships and to respond to requests for advice and action.

107. From 2009/2010 onwards, service and budget planning cycles to link in with and take into account community planning cycles in respect of the priorities and issues identified by the area boards and through the community area plans.

108. Service priorities and plans to take into account local priorities, issues and concerns identified by the area boards in their work with the community area partnerships, through state of the community area debates and community area plans.

109. From 20010/11, service budgets should include a separation of strategic and locality based expenditure. It is recognised that strategic expenditure is controlled centrally and authorised by the Council's Cabinet. This is important to ensure an equitable provision across Wiltshire. However, in respect of locality based budgets, it is expected that service providers will consult the area board on how this funding is proposed to be utilised. This might take the form of a locality plan at area level that the board is asked to approve each year.

Equality and Inclusion

110. Wiltshire Council is committed to meeting its statutory duties to promote inclusion and involvement in the democratic processes within all communities and ensuring that no one is disadvantaged through a lack of opportunity for involvement or through discrimination in the development of local governance arrangements. These duties are:

- promote equality of opportunity
- promote good community relations
- eliminate unlawful discrimination and harassment
- promote participation and involvement of disabled people
- promote human rights

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111. To enable members and representatives on area boards to carry out the above duties effectively, Wiltshire County will provide training and awareness-raising about matters of equality and diversity to help ensure that matters related to diversity and equality in the local community are reflected in the work of the area board. Community area managers will also support the area boards in carrying out risk and impact assessments.

Accountability

112. Job descriptions, appointments, targets, work plans and appraisals for local officers to include specific role, capacity and skills to work with area boards, the community area managers and other support staff.

113. List of contact posts, names, e mail and telephone numbers to be provided by the service director for local services in each community area.

114. Local performance and financial information on local service provision to be available through the business management programme (BMP) system to the area boards (accessed by the community area manager or other support staff) on a community area basis, where it makes sense to record and disaggregate data to this level.

115. Working with area boards, service providers will contribute to the production of a Wiltshire community charter as an agreement between the Council, service providers and the community, indicating overall standards of service delivery, scope for local variation and showing how local people can get involved and hold services to account.

116. Area boards will operate in line with the hand book, the Council's Constitution and the community charter and also within agreed Council policy and budget constraints. Community area partnerships will continue to operate according to their existing terms of reference. Any major disputes between service providers and the area boards will be examined by Cabinet. Overview and Scrutiny may decide to examine any issue or review performance at any time.

Running Meetings and Events

117. It would probably be true to say that generally local government meetings have all too often had a bad press. The perception is often that meetings are uninspiring, de-motivating and unproductive with a poor quality of debate and constructive exchange. But this is not what we want to achieve in our new area boards. Instead, we want to re-build local interest and ultimately trust in local government within our communities. In local governance, much of the decision-making takes place in meetings. The goal therefore is to ensure that all concerned

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recognise the value of a firm mandate, strategic direction and actionable information, while making all participants and observers feel motivated and respected. It has been suggested that all meetings and events pay attention to the following factors: control, structure and outcomes.

Control

118. The Chair persons of the area board need to be up to the task. As part of the induction for unitary councillors, training and development in chairing meetings will be offered. The task of the Chair person is to control the meeting so that a constructive, majority consensus outcome is achieved, which might be a decision, or a recommendation. Certain parts of the ability to control a meeting can be taught, whilst other qualities are more intangible, but we know when we see them eg charisma, natural authority, sensitivity, intellectual capacity, trustworthiness, non-prejudical attitude, responsible leadership. An independent Chair person is required for each area board, with no vested interest in or beholden by, the outcome, other than to ensure it is consensual, honest and fair.

Structure

119. We should not have to be physically present to participate and those present should not take precedence over those unable to attend. For larger events, such as a state of the community area debate, a structure is required that allows reasonable participation by a representative cross-section of the community are, bearing in mind the differing abilities of those who wish to be involved. This could include the differing ability to be

- Physically present at any particular time
- Able to address the issue/topic in an appropriate and relevant context
- Adequately aware of the technical, social, financial or other nature of the topic/issue
- Taken seriously – everyone has a view, many are worth considering and all may be trying to engage according to their own ability

120. For more complex issues, a technique worth considering is the micro-meeting, or parcelling out parts of an issue, then re-assembling them, but as part of a process that moves towards a useful outcome. Avoid simply creating lists. The use of flip charts and 'post its' often capture data which is too vague to move towards a useful outcome. The opportunities of the digital age could be better harnessed to add value to the process of community engagement eg search engines, portals, blogs, podcasts, wikis. To succeed, meetings also need to have qualities which include being entrepreneurial, dynamic, flexible and providing inspired leadership.

Entrepreneurial

121. This is the quality: to manage and move forward many different issues at the same time and to handle cross-cutting issues as they arise. Leaders need to plan for changes in the issue as the debate moves forward and the rate of change often quickens. Look for novel ways to respond to the community. Experiment and adjust, try something, get feedback and continue to evolve outcomes in response to community needs.

Dynamic

122. Developing dynamic processes means being able to gauge community satisfaction in real time – if the room is too warm or cold, we need to know immediately, not at the end of the day. Keep the community at the centre of the work of the area board and concentrate intensely on identifying and meeting community needs. Processes are needed to determine and act on shifting needs, which means systematically, and regularly listening, tracking, measuring and adjusting.

Flexibility

123. Being flexible is about encouraging motivated participation, removing the barriers to effective participation and providing the tools and capacity that are needed. Minimise hierarchy, unlock innovation, use self-advocacy, and mix different kinds of people together to develop discussions and ideas. Too often the involvement of 'youth' mimics 'older' structures. That diminishes the natural 'youth' offering. Bring in those who are plugged into the youth culture eg using Twitter, Second Life, and Delicious etc. Make it meaningful. There are many ways of capturing debates for example, including podcasts, online video, RSS feeds, mobile video, blogs, wikis, desktop alerts, phone sharing and user-generated content.

Leadership

124. An innovative and inspired leadership is needed to champion the emerging and the new. We need to embrace chaos, the fear of failure and to focus on experimenting with the future. Many in local governance believe that we can just continue as before. In some cases, working in partnership is thought to be the answer, but this is merely an enabling device. Use partnership working only where it adds a genuine and believable value. Leadership needs to create dialogue, or a constant conversation with the community (not consultation) to allow people to express, meaningfully, their feelings about necessary changes and their views for the future. Feelings, if not addressed, have the potential to deepen with resentment and anger. Leadership needs to identify and then explain transforming strategies and measures. The leaders on the area boards also need to be able to resist abstraction and to contextualise the debate and issues for their community.

Tools

125. Debates and meetings need to be recorded accurately. Minutes that appear sometimes weeks after the meeting are of little value. Time has moved on and memories fade, or self-adjust. If possible, a transcript of the meeting could be projected in real time so that inaccuracies and inconsistencies are rectified immediately. The minutes could then be signed off at the end of the meeting. Agendas, minutes, files and other information which is sent out by e mail or post needs to be appropriately and hierarchically named, with a logical code that will let the recipient know where the information has come from if it should become detached from the original e mail.

126. Time-keeping is critical and a visible timer would exert a subtle pressure to keep the meeting running on schedule and everyone focussed. To help explain to people how an area board or a debate works and the conduct which is expected, a leaflet could be left on the chairs for people to pick up when they attend. Information is not politics and in-fighting and point-scoring is exactly what de-motivates and de-respects the community engagement process. We need to ensure that debates and decision-making is evidence-based to develop a culture that is driven by real outcomes, not internal politics.

Outcomes

127. All too often, people can end up merely repeating past knowledge, airing past grievances and positions and contributing to the type of meeting which becomes a 'talking shop' – which is something that is going nowhere and usually squanders opportunity and wastes volunteer time. Particularly when holding an event such as a state of the community area debate, it must be decided in advance what kind of outcomes are desired and how these are linked to resources, including human, technical and financial. The outcomes can be anchored within the context of the community area plan and the Local Area Agreement. It is essential that all previous evidence is accessible and contextualised in a community area profile that all key agencies and service providers have been able to feed in to. Above all, the outcomes should relate to actual community needs and issues and be identifiable as such.

Investigating and Deliberating Issues

128. It is recognised that effective decision making requires appropriate information and an understanding of the views of those affected by the decision. The area boards will need to be satisfied that reports it receives are prepared on this basis. The community area manager and the Chair person will consider reports to ensure that they meet this requirement before they appear on the agenda for the board meeting.

129. The area board may refer matters to the community area partnership in cases where it feels wider consultation and engagement is necessary.

130. Area boards may wish to investigate local issues in more detail by commissioning local focus groups that might operate in a similar manner to overview and scrutiny panels. However, where formal scrutiny reviews are required these will be referred to the Council's Overview and Scrutiny Committee.

131. The area boards may commission another partner agency or local organisation to investigate and report upon a local issue and it may assist this with local grant funding.

132. The area boards will work proactively to ensure that the voices of those affected by a decision are considered before such decisions are taken. This might entail the collection and submission of views from those who do not feel comfortable or able to present their views personally. In such cases the views will be sought in advance and submitted in a format suitable for the board – this may be in writing, in audio or audio/visual format.

WORKING WITH SERVICES IN THE COMMUNITY

Working with Adult Social Services

133. Social care is currently undergoing a process of transformation. This is about moving more towards assisting people to have the lives they want, rather than providing them with standard services. The area boards have a role in securing a high level of performance throughout Wiltshire for adult social services. Much will depend upon social care workers being able to provide area boards with relevant and timely information. A close working relationship is also envisaged between the 4 partnership boards which are being formed as part of this transformation for older people and for people with physical impairment, mental health issues and learning disabilities. A process called FOCUS has been developed to take this transformation forward. The relationship between adult social services and the area boards is highlighted below under the four stages of the FOCUS process.

Contact and Assessment

134. Area boards need to apply their local knowledge to advise on how social care can best interface with the community eg should sessions be run in supermarkets, the library, the market etc to make contact with those who need assistance?   Area board members need to refer anybody who they come into contact with, or hear of, who would benefit from a formal assessment for social care help. Area boards will need information on needs which commissioners/resource specialists find hard to meet in particular communities. A strong relationship is required between the area boards and these staff in order to promote a shared understanding of the services people are finding it hard to discover in the local community.

Fulfilment of Need

135. Area boards need to aspire to making the ordinary life of their communities supportive and safe for all vulnerable people, so that they can lead their lives as they wish, and not be set apart by attendance at specialist services and facilities (unless of course, this is a preference of those people the Council has assessed as needing help). The Equalities Team will be able to assist in this. The area boards need to liaise with adult care commissioners/brokers, and resource specialists, so that they can use their local knowledge and resources to help fill unmet social care needs, many of which could be very different to the sorts of services previously provided by Social Services eg creating 'safehavens' in supportive high street shops where people with learning disabilities know they can go and receive a sympathetic response if they feel intimidated or frightened in the street. Certain specific sorts of neighbourliness, or

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voluntary activity, could also be promoted through grants etc. Communities could also be encouraged to be vigilant in spotting when vulnerable people need help as a new sort of neighbourhood watch. Area boards will need to consider in which ways they can creatively use the 'power to promote the well-being' of their communities, to assist in making their towns and villages more supportive and inclusive.

Monitoring and Review

136. Area boards need to monitor the effectiveness of the community in making vulnerable people feel included and a part of the community. Review is also required of the effectiveness of particular interventions which the area boards have helped to set up, or fund. Area boards need to consider how they can assist people who are receiving care outside their community to maintain contact with their friends and family, and wider community. In order to be effective, the area board will need to be provided with information which goes much beyond just numbers of clients (by type) receiving services. This is currently the only information which has been extracted from 'CareFirst' at the community area level. Area boards need to ensure that all local facilities are aware of the needs of vulnerable people, and provide an appropriate service

Reporting

137. An area board needs to report back to the community what it has done, how effective it has been, and what still needs to be done to make that community as inclusive as possible. Reporting needs to be used to encourage more people to adopt attitudes and actions which will improve life for vulnerable people.

Working with Children and Education Services

Building on Community Presence

138. There are strong threads of a community-led approach running throughout the service, which area boards can build on eg early years and extended schools services which are aligned to community areas and which reach out to the community. There are children's centres in each community area, which could provide a good location for the community area manager and these also act as hubs within communities. Each children's centre has a specific remit and a steering group and the area board may wish to ask a representative to attend its meeting to discuss issues which are relevant to the service. There are also 3 coordinators in post for extended schools services and they promote multi agency representation. The area boards can build on the existing networks within the community which have been established in this service area, including the development of collaborative partnerships

with schools, although some of these arrangements will not always fit the area covered by the area boards (eg 13-19 collaboration area groups).

Access to Information

139. This service has data which can further inform the area profiles for the community and thereby focus the agenda for area boards on local priorities. However, data needs to be collected and collated to match the community areas and in line with the outcomes of the Boundary Review. To help area boards identify trends and prioritise the schools branch is keen to promote the use of the 'Turning the Curve' model, the use of population indicators and measures of well-being. These models will indicate where performance is falling in a community area and also focus on impacts at the local level of key targets in the Local Area Agreement (eg child obesity), asking questions such as 'what does life feel like for this child living in this community area?' Some data sets are growing eg on children under 5 years. This service is keen to promote and broker packs of information for the community area which are up to date, accurate and relevant for this service. Other key strategies which will be of interest to the area board for the area it covers include the Education Strategy (via the portfolio holder), the childcare sufficiency audit, the strategy to have fully accessible primary schools in each community area and the strategy to work on parenting aligned to community areas. It is also recommended that a description of services and relevant national indicators are added to the community area profile for the use of area boards.

Building Connections

140. The notion is that everyone needs to work together to influence and inform decisions, but many people in the service have not worked in this way before. Some aspects of service are more ahead of the process than others. It appears that the more specialised the service, the less likely there will be a clear match to the community area. The key is to avoid duplication, by ensuring that the area board knows what services are available in this area and has an awareness of the different roles of the teacher, the advisor, the governor etc versus being a resident and that, vice versa, the service understands the role of the area boards. The advisors need to help schools find the logical links to the area boards. Links need to be made to governor bodies and the Head Teacher cluster groups. The voices of parents, children and young people need to be brought in, building on existing links with School Councils, school clusters etc. It is suggested that the unitary councillors on area boards have a 'speed dating' session with the service to meet and learn from officer and advisors as part of their induction.

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Working with Youth Development Services

Aiming High for Young People

141. Local Authorities are to be able to devolve up to 5% of their budget for youth service to young people's influence in 2010 and 2011. The government's long term aspiration is that, by 2018, young people could actively shape decisions on 25% of Local Authorities' budget for positive activities.   The following funding criteria for allocating staffing budget in the future will be applied across Wiltshire's 20 community areas:

   • Core Funding: 25%
   • Population aged 13-19 years: 50%
   • Deprivation: 10%
   • Rurality/Sparsity: 10%
   • Emergency :   5%

142. Based on the current budget allocation for youth services in Wiltshire, the targets set out in 'Aiming High' correspond to the following costs. Actively shaping 5% of the youth service budget by 2010/11 will be £175,000. Actively shaping 25% of the youth service budget by 2018 will be £875,000.   In actively shaping their service, young people will exercise the following skills and input through the 'Voice and Influence' strategy:

   • Control: Young people identify priorities for allocating funds, decide which activities or groups should be funded, and monitor the impact of this funding. Their decisions are binding with in legal limits (e.g. their decisions are ratified by the council but it is agreed that this is a formality)
   • Choice: Young people can choose how money is spent from a list of options. Again, decisions are binding within legal limits.
   • Consultation: Young people are invited to give their views about spending, for instance through participation structures such as youth councils or specific events, but their views are not binding.

143. The following steps will develop the empowerment fund locally:

   • Step 1: undertake overall consultation with all young people in Wiltshire about countywide spending priorities
   • Step 2: devolve 2% (£70,000) of the service budget to the community area young people's issue groups (CAYPIGs). It is recommended that this budget be increased annually by 1% to reach 5% in 2011.
   • Step 3a: identifying local need
   • Step 3b: developing proposals on how to spend money – criteria
   • Step 4: voting

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- • Step 5: feedback to community area board and consideration of any wider implications for the local community
- • Step 6: delivery
- • Step 7: measuring Impact, evaluation and auditing spend

144. Beyond the empowerment fund, young people will be involved in

- • actively shaping strategy
- • actively shaping the staffing budget
- • employing young people in youth centres and offices
- • actively shaping budgets allocated to the management of buildings and facilities for young people.
- • actively shaping how youth facilities are run
- • actively shaping budgets beyond the youth service

Supporting Young People

145. Youth development workers will take responsibility for engaging in the area boards and, when required, supporting young people to have their voices heard at the boards, which may involve advocating on their behalf and/or delivering their agenda of issues if necessary. The future role of CAYPIGs is growing under the 'aiming high' agenda and, as these groups become more embedded and representative of a wide range of young people in a community area, the relationship with the local area board also becomes more critical. The role of the youth development worker is to ensure that the CAYPIG in the area has membership of a diverse range of young people so that these different interests are represented to the area board through this key mechanism. There are also links which need to be made between the CAYPIG and other local youth groups, including school councils and local youth councils. The young people on the CAYPIG will decide who will represent them on the area board – 2 places are offered. They may decide to vary this representation if the area board is discussing issues of strong interest to specific young people.

Cultural Considerations

146. Youth development services have identified many issues which are more of a cultural concern in relation to area boards working with young people. One of these issues concerns how meetings are organised and ensuring that young people are not put off from participating in an area board because it seems too bureaucratic. It is important that chairing is seen to be firm and fair. Area boards can be promoted to young people in a way that is friendly to them. The room layout, the process of the meeting, the time, venue and agendas need careful consideration if young people are to attend. Of course, this will be a similar issue for anyone attending an area board. Similarly, progress and action needs to flow from the meeting. Mechanisms for young people to feed in to the meetings could be quite creative, using modern technology. The ground

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needs to be set to prevent misconceptions eg perhaps with councillors looking at the longer-term sometimes and young people possibly looking at the shorter-term.   So, productivity of the meetings, the language, communications and friendliness are important considerations. The area boards could also provide a learning ground for young people into politics. It is suggested that the area boards work with the Voice and Influence Team and youth workers to develop this understanding and ways of working with young people further.

Working with Libraries and Heritage Services

147.

Working with Environmental Services

148.

Working with Housing Services and Associations

149.

Working with Sports, Leisure and Cultural Services

150.

Working with Policy and Research Services

151.

Working with Community Safety Services

152.

Working with Town and Parish Councils

153.

Working with Licensing Services

154.

Working with Regulatory Services

155.

Working with Health Services

156.

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Working with Emergency Services

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Working with the Voluntary Sector

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Working with the Wiltshire Compact

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Working with the Wiltshire Public Services Board

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Working with the Wiltshire Assembly

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WHAT WILL SUCCESS LOOK LIKE?

Some useful information has been gathered at this stage to help inform area boards what success might look like in the longer-term. At a seminar in January 2008, district and county councillors identified the following criteria as being key to the success of area boards:

- Real power and influence to make a real difference
- Responsibility with authority
- Power to resist
- Dynamic and member-led
- Support for councillors
- Influencing services
- Direct links with service providers
- Delegation and choice
- Speedy response
- Better, not higher, spending
- Trusting people to work together
- Building communications

At various workshops with officers, the following success factors have been identified:

- Empowered staff
- Strong customer focus
- Transformational leadership
- Effective and visible leadership
- Involvement of staff
- Clarity and honesty about what we do
- Flexible

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- Good communication

In addition, a member of the community has identified the following success outcomes for holding a 'good' state of the community area debate:

- Hold it during a 2-3 week period
- Conduct elements of the debate in conventional meetings
- Move the debate through the community area as it evolves
- Harness the internet, social networks, blogs, podcasts, RSS feeds, mobile video, desktop alerts etc to feed the debate
- The lead on the debate could come from the community and be independent of electoral mandate
- Communities and individuals could participate at any time of their choosing and their inputs incorporated with equity
- Debate outcomes could be costed
- The debate could prepare communities and individuals for engagement
- The debate could help re-build trust in local governance
- It could be inspiring, motivational, respectful, could tackle cross-cutting issues and should be informed by evidence
- All parts of the community could be valued
- It should relate to actual community issues and needs and the outcomes could inform the bigger picture of local governance in Wiltshire

As part of our work on the National Network of Empowering Authorities, a framework has been developed of what an ideal empowering authority would look like. All of these success factors and considerations are relevant in guiding the work and development of Wiltshire's area boards, because at the heart of these new local governance arrangements is the desire to create more empowered and resilient communities, who are actively engaged in civic life and able to have an influence over decisions which affect the quality of life in their community area.

The criteria are examined under the following headings and a set of questions supports this model to help an authority diagnose where it stands in relation to empowering its communities:

- Mainstreaming culture change in Councils and partnerships
- Working with communities, neighbourhoods and localities

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- The role of members in community empowerment
- Building the evidence and business case for community empowerment
- Integrating community empowerment with community cohesion, equalities and human rights

CONSULTATION DRAFT

Mainstreaming: Culture Change in Councils and Partnerships

Changing the way organisations work and are structured in order to make them responsive to communities

Main success factors	Diagnostic questions
There is strong visible political and senior management leadership, and a clear community empowerment vision, to make it happen. Community empowerment is at the core of council, Local Strategic Partnership and partner strategies, policies, delivery plans and commissioning processes with clear and understood definitions of what it means. The Local Strategic Partnership has a Comprehensive Community Engagement Strategy supported by all Local Strategic Partnership partners, and is involving the community to deliver Local Area Agreement priority outcomes. Communities can and do influence the council and Local Strategic Partnership partners, and are involved in defining priority outcomes. The needs and aspirations of citizens are known and acted on. There are clear processes and structures in place through which communities can engage with the council and Local Strategic Partnership partners at local, area and strategic level, and which actively involve Members. There is clarity about the role of different structures. The council and partners work with communities of place, communities of identity, communities of interest and user groups to co-design policies and services and co-produce outcomes.	Who champions community empowerment and how? Can you demonstrate active buy-in by political and officer leaders and partners? Does your Sustainable Community Strategy and Local Area Agreement reflect priorities established by the community and community information? Are other joint strategies and individual agency policies and plans aligned to the Sustainable Community Strategy and Local Area Agreement? How do you demonstrate that commissioning delivers community empowerment in a cohesive and inclusive way? Do you have a comprehensive community engagement strategy, which sets out a clear vision and definitions, and which explains how you will inform, consult, involve and empower communities? Is community empowerment activity contributing to delivering your Local Area Agreement outcomes? In what ways do you engage with and empower your communities? What structures and tools do you use? What has happened and what has changed as a result of community involvement? Do communities know this and do you credit their input?

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Main success factors	Diagnostic questions
Community Empowerment is at the heart of decision making, the council and partners have changed their work practices across their organisation in order to engage effectively with communities, and new working patterns and behaviours are embedded. There is strong community and Voluntary and Community Sector involvement at all levels of partnership working, facilitated by well-supported infrastructure organisation/s. There is excellent, clear communication between communities and agencies, using a range of mechanisms including Information Technology and communities receive feedback on the impact of their involvement. The Council and Local Strategic Partnership partners use and share good up-to-date information about local communities, including information generated by communities themselves and from frontline services to inform strategic planning. The council services and Local Strategic Partnership partners join together to share learning and to work in a coordinated way with their communities, silo-working is minimised, and there is little duplication. The council and partners manage risks and change (including structural change) in relation to community empowerment whilst encouraging learning and innovation to flourish. Community Empowerment policies and strategies are known and understood by all staff, and reflected in service development plans. Staff and councillors are valued and supported to build strengths and develop relevant competencies, and encouraged to work with communities. There is a culture of empowering communities throughout agencies. There are dedicated staff with appropriate skills to support the delivery of community empowerment.	What evidence can you provide that the culture of your organisation, your staff and your services is changing? How do you support the involvement of the Voluntary and Community sector? What protocols do you have in place for sharing information between partners, and with communities, and how are you sharing ideas and knowledge? Do you have robust information to understand your Local Area Agreement area and citizen's priorities and how do you use it? How do you plan and coordinate community engagement activity within the authority and with partners and allocate resources to avoid duplication? How are you encouraging and managing innovation in your community involvement activities? How do your service plans reflect and capture community needs and priorities and how do you evidence the involvement of communities? What has the impact been on Planning, Children and Young People, and Adult Social Care services? What training opportunities do you provide on community empowerment and engagement for existing and new staff? Do you have staff dedicated to community engagement and empowerment? What is their role and are they sustainably funded?

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Working with Communities, Neighbourhoods and Localities
How agencies and communities can work together to identify priority outcomes and address them

Main success factors	Diagnostic questions
The community drives community empowerment bottom-up, authorities get involved with community concerns and around what people do, as well as the other way round – there is mutual engagement. Communities are strong, active, co-operative and engaged. People work together to improve their area, there are strong social networks and neighbourly contact is valued. Citizens, including older people and children and young people, are increasing their skills, knowledge and confidence to actively participate in their community. They have access to information, know how to challenge, complain to and influence the council and partners and feel that their views matter and are listened to and know what changed as a result. Local governance structures have improved representation that reflects the diversity of the community. There is proactive community capacity building, based on community development practice that builds skills, builds community organisations and networks, builds involvement and builds equality. Agencies understand that in some areas, and with some communities, needs are different, community empowerment will require more development support, and one-size does not fit all.	In what ways is the community setting the agenda for their involvement? Is involvement and representation increasing? How do you evidence and evaluate involvement? How do you feed back to communities on the impact of their involvement? How are you helping to build the capacity of your communities to engage? How is this work funded? Is trust in the council and partner agencies increasing? How do you know? What processes and structures do you use to engage and are they successful? Do communities value them? Who sets the agenda? What outcomes do they deliver? Are all partners participating in your neighbourhood/locality arrangements? How well are you working together, and how could you improve? How have you gathered neighbourhood/locality information, and how have you used it? Is it shared across agencies to help identify priorities? How do you communicate with your communities and how do you match communication methods to your targeted communities?

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Main success factors	Diagnostic questions
There is trust between communities and agencies, because they have built relationships, they understand each other's perspectives and differences, they have agreed acceptable behaviours and where these need to change, and their expectations are managed. Councils and partners use common structures and processes at a local level to engage about things that matter to local people in ways that make sense to them. These structures may be community-led and accountable. They work together with communities to address problems and make decisions. These processes are dynamic, creative and inclusive, and not just passive responses to consultation. There are plenty of relevant and accessible events and a range of engagement activities where people can influence decisions or become actively involved in shaping and improving their area. Councils and partners have a good understanding of local communities, based on detailed community profiles, informed by residents, that measure gaps in outcomes. Local information giving is co-ordinated between partners, and uses local channels. Communities actively participate in producing and delivering local area or neighbourhood plans, based on their priorities, and in assessing whether priority outcomes for the area have been delivered. The community has influence over area/ neighbourhood budgets The council, partners and communities are learning from good and bad experiences of community empowerment and through trying out new approaches Communities co-produce aspects of services and there is community ownership of assets.	Are there local area plans? How were priorities set? How are they being implemented and what role is the community playing? Are they informing council and partner plans? Have you devolved any budgets or decision-making to area or ward level, and if so, what community input is there? How have successful and unsuccessful initiatives informed your practise? Do you have evidence that communities are empowered to take more control over services, assets, and decisions? How have neighbourhood/local services improved as a result of community involvement? What is the evidence and what are the outcomes? Have you developed any neighbourhood charters? Have you used a Neighbourhood Management approach? Is it effective? In what ways are Voluntary and Community sector organisations contributing to empowering communities? How are you increasing staff competencies? Are staff skills and confidence at working with communities increasing and how are you monitoring this?

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Main success factors	Diagnostic questions
Neighbourhood management principles are widespread and embedded and address deprivation and gaps in outcomes, with services bending to meet local needs. There is a thriving and supported voluntary and community sector, including infrastructure and anchor organisations, that empowers communities. An increasing and diverse number of residents are volunteering and participating in community activity. Frontline staff within services have the skills and are empowered to take action to deliver community defined outcomes, and have channels to feed back information into their organisation.	

The role of Members in Community Empowerment

Members as community leaders, helping communities and agencies to work together, and building democratic accountability

Main success factors	Diagnostic questions
Members are involved in developing the community empowerment vision. There is cross-party support for community empowerment, ensuring sustainability Frontline Members' Community Empowerment role is clearly defined and understood. There is clear understanding of the relationship between representative and participative democracy. Ward Members are actively involved in local engagement structures and activities, and facilitate dialogue between residents, the council and partners, including making use of the 'call for action Councillors work with the community sector to build strong working relationships. Citizens know who their local councillors are. Members carry into the council the views of the public and explain the decisions of the council to the public. Their knowledge of their ward is positively valued by the council, partners and communities Members have time to engage with their communities, because the balance of council work is manageable. There is some devolution of decisions and budgets to enable Members to play an active role in local decisions, with strong accountability to local residents. Member induction and ongoing development programmes have a strong community empowerment theme and are accredited.	How well is Member's community empowerment role defined, understood, by Members themselves, by officers, by partners and by communities? How are elected members actively supporting the delivery of the empowerment agenda? Do all Members get involved? What is the profile and relationship of Members with community organisations? Do they value each other? How is Member's knowledge of their ward used to inform community engagement? Has the council balanced the workload of Members, recognising the importance of their role as community champions? Has there been any devolution of decisions or budgets to localities, and if so, what role do Members play? Do they facilitate communities to influence decisions? Is there accountability to communities? How do councillors feed community issues back to the council and strategic partners and how are these issues addressed? What Member development programmes do you have specifically targeted to skills in community empowerment and what is the take-up?

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Main success factors	Diagnostic questions
A large proportion of Members have a high level of community engagement skills Members are adequately resourced to undertake their community empowerment role. Officers help broker relationships between elected Members and communities. There is a more vibrant local democracy with communities keen to discuss issues with Members and others. Community involvement encourages more people to take on governance roles and stand for office. Members and Officers proactively promote democracy, through initiatives with children and young people and through raising understanding and awareness amongst citizens. Members are actively involved in scrutinising community engagement and empowerment initiatives and governance arrangements, with input from communities. Members work with other councillors across local government tiers to engage with communities in Towns and Parishes.	Do individual Members have skills development plans? What support do you give Members in their role as community leaders? What resources do you have available to Members to better engage with their communities? How are the council and Members actively promoting democracy? How are Members scrutinising community engagement and empowerment strategies and delivery? Are they involving the community in scrutiny? How well are Members working together across local government tiers (where relevant)

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Building the Evidence and Business Case for Community Empowerment

Evidencing that community empowerment delivers efficient and effective services and stronger, more democratic communities

Main success factors	Diagnostic questions
All stakeholders are clear of the benefits of community empowerment and about what it can deliver There is a strong culture of evaluation and evidence is used to improve practice. Evaluation takes notes of small changes and softer outcomes, as indicators of direction of travel. Communities and Voluntary Sector organisations are involved in evaluating the effectiveness of community engagement processes and outcomes. There is an agreed basket of indicators to measure community empowerment activity e.g. levels of involvement and voter turnout There is good baseline of qualitative and quantitative data, including national indicators and bottom-up information, which is then tracked over time to evidence the impact of community involvement activity and whether outcomes are achieved. Partners work together to collect data in comparable ways, eg using coterminous boundaries, and then share it. A rigorous cost benefit analysis of community engagement activity is undertaken. Partners work together to deliver efficiencies (e.g. joint consultation database, pooled or aligned budgets, common performance management information or systems etc). The council and partners can demonstrate service improvements in terms of efficiency and effectiveness that have resulted from engaging with communities, and can show how engagement is helping to deliver LAA priority outcomes. The community is aware of the impact of their involvement	What are the locally defined benefits of community engagement and empowerment? Have all stakeholders agreed proposed outcomes? What data/indicators are you collecting to evidence community empowerment impact and to evaluate and improve practice? Are third sector organisations involved in giving feedback to provide evaluation of the quality of engagement? Does everyone know what evidence to collect and are they collecting it consistently? Can you demonstrate cost? Can you demonstrate benefit? Can you demonstrate application of learning? Are any partner budgets / resources pooled or aligned? Has satisfaction with your services improved and can you evidence that this is because of community involvement? What changes have you been prompted to make as a result of community engagement activity? How do you feed back to communities with evidence of the impact of their involvement?

Integrating Community Empowerment with Community Cohesion, Equalities and Human Rights

Community empowerment delivers cohesive and inclusive communities and addresses inequalities

Main success factors	Diagnostic questions
There is strong leadership, based on the principles of 'visible fairness' and social justice. Community Cohesion, Equalities and Human Rights form a 'golden thread' through all work with communities, from the Sustainable Community Strategy right down to sub-ward level. There is good, up-to-date information about diverse communities, including new communities and differentiated data on their levels of involvement. There is good communication with diverse communities, including information targeted to specific communities, such as welcome packs, service information and information on how to get involved There is a range of specific mechanisms for involving diverse communities, which complement neighbourhood or area-based mechanisms. Trust is built between diverse communities and the local authority and partners The Council, Members and partners co-ordinate a facilitative approach to engaging with diverse communities, and do not overburden them. There is increased involvement of diverse communities, including new communities. Voluntary and Community groups that are led by or represent vulnerable, disadvantaged and marginalized groups are well supported and involved. The council and partners invest in community development support and outreach to sustain them.	How is your Local Strategic Partnership driving the empowerment agenda in a way that is inclusive? What is the link between your community engagement, cohesion and equality strategies? Can you demonstrate that you have and use information about your diverse communities that is up to date? How do you communicate effectively with these communities? What opportunities are there for people from diverse communities to be involved - are there specific mechanisms integrated into your governance framework? How do you ensure, and evidence, that they are inclusive? What examples can you give of community engagement activities, which have also promoted cohesion and equality? How strong and cohesive are local communities? How can you evidence this? What are the priorities for tackling inequality and disadvantage within the area? How have communities been involved in defining these? What mechanism do you have to deal with tensions between communities? Could you demonstrate that you have trust when dealing with difficult situations / decisions

Main success factors	Diagnostic questions
Diverse communities are supported to influence decisions, and are confident to challenge and discuss difficult issues The council and partners support a range of community events and activities which promote community cohesion and the engagement of people who don't normally come together, increasing awareness, understanding and positive interaction. Agencies are proactive in understanding and dealing constructively with community tensions and competing demands, and they challenge stereotyping within and between communities. Diverse communities are increasing their access to and take-up of services.	How can you demonstrate that you have made a difference in reducing inequalities between different groups through effective community engagement and empowerment? How have you tailored your priority outcomes and services to different communities as a result of engagement?

GLOSSARY

[to be completed]

Affordable housing

Area board

CAYPIG

Climate change

Community area

Community area manager

Community area partnership

Community area plan

Community charter

Community development is the process of building people's skills and ability to act together on their common priorities usually through the development of independent community organisations and networks, and the support of community development workers within statutory or third sector agencies.

Community empowerment is the outcome of engagement and other activities. Power, influence and responsibility is shifted away from existing centres of power and into the hands of communities and individual citizens

Community empowerment champion

Community engagement is the action that agencies take to enable them to consult, involve, listen and respond to communities through ongoing relationships.

Community infrastructure levy

Community planning

Comprehensive area assessment

Constitution

Consultation is the process by which agencies seek advice, information and opinions about strategies, policies and services. The existing decision makers

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take this into account when they make decisions. This includes many familiar activities such as surveys, research projects, public meetings, user and resident forums.

Co-production is when users of services work jointly with service providers to deliver jointly-agreed outcomes as active participants rather than passive recipients

Corporate plan

Cross-cutting issues

Democratic services officer

Equality and inclusion

Family of partnerships

Joint commissioning

Joint strategic needs assessment

Involvement as defined in the 'Duty to Involve' is an over-arching term that covers providing information to, consulting with and involving citizens in active ways. This can include providing people with opportunities to influence or directly participate in decision making; to provide feedback on decisions, services, policies and outcomes, to co-design/work with authorities in designing policies and services; to co-produce/carry out some aspects of services themselves; and to work with the authority in assessing services.

Local agreement Wiltshire

Local area assessment

Local area agreement

Local development framework

Local public service agreement

Local strategic partnership

National intelligence model

Neighbourhood management is a process for addressing disadvantaged neighbourhoods by improving and joining up local services and making them more responsive to local needs. Usually a neighbourhood manager works with agencies and communities, using community information to improve neighbourhood services and reduce the gap in outcomes in deprived areas.

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Outcomes

Outputs

Participation is when citizens and communities are involved in issues that affect their lives. They are invited play an active part in generating ideas as well as making the decisions alongside public sector partners. For instance: participative budgeting or participative planning.   .

Participatory budgeting

Performance indicators

Personal, pecuniary or professional interest

Resilient communities

Section 106

Service plans

Social capital

State of the area debate

Statement of community involvement

Sustainable community strategy

Sustainability

Third sector

Thriving voluntary and community sector

Transfer of community assets

Turning the curve

Wiltshire Assembly

Wiltshire Public Services Board

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