

AGENDA

Meeting: Cabinet
Place: Council Chamber - Council Offices, Bradley Road, Trowbridge
Date: Tuesday 13 September 2011
Time: 10.30 am

Membership:

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


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

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

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

Part I

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

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

1. **Apologies**

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

To confirm and sign the minutes of the Cabinet meetings held on 26 July and 19 August 2011 as circulated.

3. **Leader's announcements**

4. **Declarations of Interest**

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

5. **Public participation**


The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on Friday 9 September 2011. Anyone wishing to ask a question or make a statement should contact the officer named above.

6. **Denominational Home to School Transport** (*Pages 17 - 36*)

 Report of the Corporate Director, Neighbourhood and Planning is circulated

The views of a Rapid Scrutiny exercise to be held on 8 September 2011 will be circulated.

7. **11-19 Commissioning Strategy** (*Pages 37 - 78*)

 Report of the Corporate Director, Department for Children and Education is circulated.

The views of a Rapid Scrutiny exercise to be held on 9 September 2011 will be circulated.

8. **Annual Governance Statement 2010-11** (*Pages 79 - 106*)

Report of the Director of Law and Governance is circulated.

9. **Business Plan Scorecard Report** (*Pages 107 - 124*)

Report of the Service Director Policy, Performance and Partnership is circulated.

10. **Budget Monitoring Period 4 - 4 July 2011** (*Pages 125 - 146*)

Report of the Chief Finance Officer is circulated.

11. **Urgent Items**

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

12. **Exclusion of the Press and Public**

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 13 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraphs 3 and 3 & 4 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Part II

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

13. **Confidential minutes of the meeting held on 26 July 2011** (*Pages 147 - 150*)

To confirm and sign the minutes of Cabinet dated 26 July 2011 in respect of:

Helping to Live at Home and
Transformation of the Passenger Assistant Service

Which contain exempt information by virtue of paragraphs 3 and 3 and 4 respectively of Part I of Schedule 12A of the Local Government Act 1972.

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

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CABINET

MINUTES of a MEETING held in COUNCIL CHAMBER - COUNCIL OFFICES,
BRADLEY ROAD, TROWBRIDGE on Tuesday, 26 July 2011.

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

Also in Attendance:	Cllr Allison Bucknell
	Cllr Trevor Carbin
	Cllr Richard Clewer
	Cllr Christopher Cochrane
	Cllr Peter Colmer
	Cllr Peter Doyle
	Cllr Richard Gamble
	Cllr Jon Hubbard
	Cllr David Jenkins
	Cllr Jerry Kunkler
	Cllr Alan Macrae
	Cllr Howard Marshall
	Cllr Jemima Milton
	Cllr Helen Osborn
	Cllr Jeff Osborn

90. **Apologies**

An apology for absence was received from Cllr Laura Mayes, Portfolio Holder for Organisational Culture.

91. **Minutes of the previous meeting**

The minutes of the last meeting held on 14 June 2011 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 14 June 2011.

92. **Leader's announcements**

No announcements were made.

93. **Declarations of Interest**

There were no declarations of interest.

94. **Public participation**

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

Denominational Home to School Transport

The Leader reported receipt of two questions and one statement as follows on the subject of Denominational Home to School Transport:

A question was received from Father Jean-Patrice Coulon, representing the Catholic community of Devizes as Parish Priest. Father Coulon asked if consideration of this item could be the subject of a single issue Cabinet meeting held in the evening.

A response was given by Cllr Dick Tonge, Cabinet member for Highways and Transport.

The Leader confirmed that consideration of this item by Cabinet had been postponed until 13 September 2011 in order to avoid considering it during the school holidays as it had become clear from responses to the consultation that many interested parties would not be able to attend this meeting. She also noted that the Children's Services Select Committee in considering a report on this issue had agreed to establish a Rapid Scrutiny Task Group to look at the proposals in detail with a view to making recommendations to Cabinet in September.

A question was received from Mrs Emma Kayne which asked that the item be further postponed to ensure that information from parents and schools which would allow detailed costings to be drawn up would be made available and taken into account in determining the proposals.

A statement was made by Mrs Ann Ferries, Chair of Governors of St Patrick's Primary School, Corsham. Mrs Ferries expressed concern on aspects of consultation and the ability to obtain information from parents and schools during the school holidays.

Copies of questions and written statement are included with the online meeting documentation for this meeting available from the following link to the Council's website:

<http://cms.wiltshire.gov.uk/ieListDocuments.aspx?CId=141&MId=5649&Ver=4>

For public participation in respect of Salisbury car parking charges, please refer to minute no. 98.

95. **Reducing Child Poverty Strategy**

Cllr Lionel Grundy, Cabinet member for Children's Services presented a report which sought Cabinet approval of a Reducing Child Poverty Strategy for Wiltshire and Delivery Plan.

The Child Poverty Act 2010 required central Government to produce a national strategy and reduce child poverty. It also required local areas to address child poverty through cooperation between partners, the production of a needs assessment and implementation of a child poverty strategy. Accordingly, a Wiltshire draft needs assessment and strategy was prepared by a multi-agency task group which included representations from the Council's departments for Children and Education, Economic Development, Housing, Research and Intelligence; NHS Wiltshire, Police and Job Centre Plus.

The Strategy suggested 5 key strategic objectives, namely:

- Keeping child poverty in the spotlight
- Providing support to the 0-5 year olds in the most disadvantaged families
- Narrowing the educational attainment gap
- Creating an inclusive Wiltshire with an appropriate job for everyone and economic opportunity for all
- Considering a consolidated, geographical approach to areas of concentrated child poverty.

Councillors welcomed the Strategy and the realistic and genuine approach to it. A number of Councillors commented that some areas including rural areas had more deprivation than others. Cllr Grundy added that it was important to work to break the cycle of deprivation and the Leader commented on initiatives to concentrate on economic recovery and attract higher value jobs into the County.

The Children's Services Committee in considering the report at its meeting on 22 July noted and commended the report and recommended that Cabinet makes adequate funding available to fulfil the objectives described within the Strategy.

After a lengthy debate during which various questions were raised to which Cllr Grundy and officers responded it was

Resolved:

- (a) That Cabinet approve the Reducing Child Poverty Strategy for Wiltshire and Delivery Plan.**
- (b) That Extended Services Steering Groups be supported in being involved to deliver the objectives of the Strategy.**

Reason for Decision

To meet the statutory duty under the Child Poverty Act 2010 for the Local Authority to produce a needs assessment and local strategy.

96. Nursing Home Provision for Older People including those with Mental Health Problems and People with Physical Impairments.

Cllr John Thomson, Cabinet member for Adult Care, Communities and Housing presented a report on nursing provision for older people including those with mental health problems and people with physical impairment.

He sought Cabinet approval to commission 350 beds through block contracts and a further 133 through framework agreements for the provision of nursing home care for people over 65 years and those with physical impairments who were assessed as requiring residential care.

This work would be undertaken in partnership with the NHS who would be commissioning a further 256 beds. This would assist with making the offer to providers very attractive and would ensure continuity of care for residents in nursing homes.

Cllr Thomson guided Cabinet through the proposals and responded to questions including updating Cabinet on the position with regards to care homes in the County managed by Southerncross. Cllr Thomson also assured Cabinet that details would be provided to scrutiny in a timely manner to enable them to undertake the scrutiny process.

Resolved:

That Cabinet approves the procurement of block contracts and framework agreements with the NHS for the provision of nursing home care for Wiltshire residents as outlined in the report presented.

Reason for Decision

In taking this approach the Council will benefit from greater security of market supply and achieve efficiencies through economies of scale. This will facilitate the discharge of people from hospital and ensure availability of nursing care throughout the county.

97. Car Park Redemption Scheme (applicable to off-street car parks only)

Cllr Dick Tonge, Cabinet member for Highways and Transport presented a report on proposals for a car parking redemption scheme for all Wiltshire Council owned and operated car parks across the County. The Leader explained that this was raised at the Council meeting on 12 July when an undertaking was given that Cabinet would at this meeting consider a redemption scheme. However, it had since appeared that such a scheme may not be wanted by the retail trade in some areas.

The scheme was designed to assist traders where it was supported locally without imposition. The scheme acknowledged recent research which demonstrated that retail trade was being affected nationally and had been declining on an annual basis over the last three years as the result of the recession and other factors such as internet buying.

Cllr Tonge therefore amended the recommendation in order to initially consult interested parties to establish if they indeed wanted such a scheme before it was introduced. Comments from Cllr Nigel Carter who was unable to attend the meeting were circulated.

A discussion ensued on the recent increase in car parking charges to which Cllr Tonge replied.

Resolved:

(a) To delegate authority to the Corporate Director, Neighbourhood and Planning in agreement and consultation with the Cabinet member for Highways and Transport and the Leader of the Council to consult with

- **Town councils**
- **Chambers of commerce**
- **Town and City centre management committees and**

- **Those representing independent retailers and other interested parties**

on proposals to introduce a car parking redemption scheme to establish if they wish to develop such a scheme in their town.

- (b) To delegate authority to the Corporate Director, Neighbourhood and Planning in agreement and consultation with the Cabinet member for Highways and Transport and the Leader of the Council to develop and implement a car parking redemption scheme in areas where such a scheme is wanted following the outcome of consultation referred to in (a) above.**
- (c) That details of any car parking redemption scheme if introduced be circulated to all Councillors.**

Reason for Decision

To consult on a proposal to establish if a car parking redemption scheme is wanted and where it is, to implement such a scheme to offset the impacts of the recession on town centres in Wiltshire.

98. Budget Monitoring

Cllr John Brady, Cabinet member for Finance, Performance and Risk presented a report which informed Cabinet of progress in delivering savings identified in the 2011-15 Financial Plan in relation to the 2011-12 base budgets and of any significant new cost pressures.

It was noted that significant levels of savings, 87% were on target to be delivered with areas that required further examination and action being highlighted in the report.

The overall assumption was that without further action, the current monitoring of the first quarter for 2011/12, suggested an overspend / shortfall on the balanced budget of £5 million. The early identification of potential issues was part of sound and prudent financial management. The position was similar to the previous year and Cabinet was reminded that positive early action in that instance resulted in a turn around to a £700k underspend at outturn.

Action to address this year's forecast should thus be taken where officers have the delegated powers to do so and this has started. Cllr Brady responded to questions.

Public Participation

Mr Gould addressed Cabinet on car parking charges in Salisbury. He commented that whilst the reintroduction of a 1 hour parking scheme would

help, it would not solve all problems and that the Council should review all the bands.

Mr Stevens made similar points and commented that retailers not affiliated to any of the established organisations should also be involved.

Cllr Tonge, Cabinet member for Highways and Transport drew Cabinet's attention to a joint memorandum as tabled from the Salisbury City Centre Management Ltd, Federation of Small Businesses in Salisbury and Salisbury and District Chamber of Commerce. The memorandum included a set of proposals for a revised parking regime in Salisbury. Cllr Tonge also submitted a Briefing Note which detailed the revenue implications of adopting the suggested proposals.

The Leader explained that in reviewing car parking charges the 2 hour parking charge was introduced in good faith and in the belief that it was preferred over a 1 hour scheme. It had since transpired that in fact a 1 hour scheme was wanted by several organisations in Salisbury. The Leader suggested that a meeting be arranged as soon as possible between Cllr Tonge and appropriate representatives from Salisbury to consider options, concentrating on the 1 hour parking proposals and possible funding arrangements.

Resolved:

- (a) That Cabinet notes the outcome of the first quarter budget monitoring and receives updates as to how officers had taken action to address potential shortfalls in order to balance the budget or where Financial Regulations required, be in a position to take decisions on proposals for alternative savings at the next Cabinet meeting.**
- (b) That a meeting be arranged between the Leader of the Council, Cllr Jane Scott; Cllr Tonge, Cabinet member for Highways and Transport and appropriate representatives of Salisbury to consider options with a view to exploring the feasibility and funding options for reintroducing a one hour parking charge in Salisbury.**

Reason for Decision

To inform effective decision making and ensure a sound financial control environment.

To explore feasibility and funding options of reintroducing a 1 hour parking scheme for Salisbury in response to representations made.

99. **Annual Report on Treasury Management 2010-11**

In accordance with the CIPFA Prudential Code for Capital Finance in Local Authorities 2003 (The Prudential Code), the Council adopted a Treasury Management Strategy (TMS) for 2010-11, including a set of Prudential and Treasury Indicators (PrIs/TrIs) and an Annual Investment Strategy (AIS) at its meeting on 23 February 2010.

An interim report was submitted to Cabinet on 25 January 2011 for the period from 1 April to 30 September 2010. Cllr John Brady, Cabinet member for Finance, Performance and Risk presented a report which covered the whole financial year ended 31 March 2011.

This report reviewed:

- the actual cash position at the end of 2010-11 against the original forecast for the year;
- PrIs, TrIs and other treasury management strategies set for 2010-11 against actual positions resulting from actions within the year and
- investments during the year in the context of the Annual Investment Strategy.

Resolved:

That Cabinet notes:

- (a) the actual cash position at the end of 2010-11 against the original forecast for the year;**
- (b) PRIs, TRIs and other treasury management strategies set for 2010-11 against actual positions resulting from actions within the year as detailed in Appendix A of the report presented and**
- (c) Investments during the year in the context of the Annual Investment Strategy as detailed in Appendix B of the report presented.**

Reason for Decision

To give members of the Cabinet an opportunity to consider the performance of the Council against the parameters set out in the last approved Treasury Management Strategy.

This report is required by the Prudential Code for Capital Finance in Local Authorities and the CIPFA Code of Practice for Treasury Management in the Public Services.

100. **Street Lighting Contract**

Cllr Dick Tonge, Cabinet member for Highways and Transport presented a report which sought Cabinet approval to extend the street lighting contract with the existing contractor Balfour Beatty.

In response to a question on the use of LED in street lighting, Cllr Tonge replied that this could be included if monies were made available through spend to save.

Resolved:

- (a) **The existing street lighting contract with Balfour Beatty Workplace be extended for one year until July 2012 and to include the ex-District Council lighting in the highway.**
- (b) **Consideration should be given to including the maintenance of the Council's street lighting maintenance in any future Highways Works contract which would be likely to start in June 2013.**

Reason for Decisions

There are potential long-term savings to be made by including the maintenance of the county's street lighting in a future larger Highways Works Contract. Extending the existing street lighting contract would represent less risk to the Council and should offer good value for money in the circumstances.

101. **Urgent Items**

There were no urgent items.

102. **Exclusion of the Press and Public**

Resolved:

That in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in minute number 49 below as it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraphs 3, 3, 3 and 3 & 4 respectively of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

103. **Street Lighting Contract (minute No. 100 above)**

Cabinet received and noted the report on street lighting which contained exempt information.

Please see minute number 100 above for the resolution on this item.

104. Helping People to Live at Home in Wiltshire

Cllr John Thomson, Cabinet member for Adult Care, Communities and Housing presented a report which sought to update Cabinet on the contract evaluation process for the Help to Live at Home service. The report also sought Cabinet approval for the award of contracts following completion of the evaluation process, details of which were provided.

Resolved:

To approve the recommendations detailed in the report presented and approve the award of contracts as circulated at the meeting.

Reasons for Decisions

As detailed in the confidential report presented.

105. Extra Care Housing - Joint Procurement

Cllr John Thomson, Cabinet member for Adult Care, Communities and Housing presented a confidential report which updated Cabinet on the outcome of the joint procurement strategy for Extra Care Housing with Devon County Council.

Tenders received by the due date had been assessed by a joint panel of officers from Wiltshire and Devon Councils based on a quality/cost analysis.

Resolved:

That Cabinet approve that the following list of tenderers being invited to join the Preferred Development Partner Framework:

- **Aster**
- **Housing 21**
- **Leadbitter**
- **OSJ**
- **Vinci**

Reasons for Decision

As detailed in the confidential report presented.

106. Transformation of the Passenger Assistant Service

Clr Dick Tonge, Cabinet member for Highways and Transport presented a confidential report on transformation of the Passenger Assistant service. The report documented the work carried out to date to identify appropriate, workable and more cost effective solutions to the delivery of this service. The report included a number of options.

The resolution of the Children's Services Select Committee which had considered the report at its meeting on 22 July was circulated in which it was noted that the Committee supported implementation of the recommended option 7.

Resolved:

That Cabinet approves implementation of Option 7 as detailed in the report presented.

Reason for Decision

As detailed in the confidential report presented.

(Duration of meeting: 10.30 am - 1.40 pm)

These decisions were published on the 1 August 2011 and will come into force on 9 August 2011
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The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail yamina.rhouati@wiltshire.gov.uk
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CABINET

MINUTES of a MEETING held in COUNCIL CHAMBER - COUNCIL OFFICES,
BROWFORT, DEVIZES on Friday, 19 August 2011.

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

Also in Attendance:	Cllr Trevor Carbin
	Cllr Nigel Carter
	Cllr Richard Clewer
	Cllr Christopher Cochrane
	Cllr Linda Conley
	Cllr Tony Deane
	Cllr Peggy Dow
	Cllr Richard Gamble
	Cllr Jon Hubbard
	Cllr Simon Killane
	Cllr Jerry Kunkler
	Cllr Howard Marshall
	Cllr Bill Moss
	Cllr Jeffrey Ody

107. Apologies

An apology for absence was received from Cllr Dick Tonge, Cabinet Member for Highways and Transport.

108. Leader's announcements

No announcements were made.

109. Declarations of Interest

There were no declarations of interest.

A photograph was taken of the meeting at that point. As the consent of the chairman of the meeting had not been sought in accordance with the Media Relations contained as Protocol 7 of the Wiltshire Council Constitution (paragraph 9.4 refers), and therefore not granted, prior to the meeting Councillor Trevor Carbin agreed to delete any picture he had taken of the meeting.

110. Public participation

The Leader explained that as usual, she would be happy to allow members of the public to speak on the single item on the agenda.

No members of the public wished to speak or make a statement.

111. Proposals for Car Parking in Salisbury 

Cllr John Thomson, Cabinet member for Adult Care, Communities and Housing presented a report on proposals for car parking in Salisbury as he had been closely involved in Councillor Tonge's absence.

He sought Cabinet approval to reintroduce the one hour off-street parking charge, the variation of the two hour off-street charge and the method of implementing these charges.

The existing charges for Salisbury had been agreed following strong representations from the Salisbury City Centre Management; however as the community had now expressed a wish to see the reintroduction of the one hour off-street parking charge in Salisbury the proposals were before Cabinet for approval. As it was also the wish of the community to see the changes implemented as quickly as possible it was proposed to implement by Monday 19 September.

The Chairman of the Salisbury Area Board confirmed that there was strong public support for the proposals.

Councillor Thomson and the Leader pointed out that regardless of any decision taken by Cabinet at this meeting it was still planned for a county wide review of Car Parking Charges to be presented to full Council on 8 November 2011. The Leader asked that prior to this the review should be considered by the Cabinet and the relevant Scrutiny committee.

The Leader reminded all present that the car-parking payback scheme was still available to all Town Councils and local traders, those interested in supporting the businesses in their town that way should contact officers within the Car Parking Team at the Council who would be able to advise them accordingly.

Most Councillors welcomed the proposals before Cabinet and were grateful for the opportunity to contribute to the overall review of Car Parking Charges for the Council at and prior to the Council meeting on 8 November 2011.

After a debate during which various questions were raised to which Cllr Thomson and officers responded it was

Resolved:

1. That Cabinet approve

- a) **the reintroduction of a one hour off-street parking charge in Salisbury (excluding the Market Place car park) at a level of £1.50;**
- b) **the variation of the two hour off-street charge in Salisbury (excluding the Market Place car park) to £2.50.**

2. That Cabinet agree that the above changes are implemented through a variation to the existing 'The County of Wiltshire (Southern Wiltshire) (Off-Street Parking Places) Order 2011'.

Reason for Decision:

To reintroduce a one hour off-street car parking charge and vary the two hour charge in Salisbury within the minimum legal timeframe

112. Urgent Items

There were no urgent items.

(Duration of meeting: 9.30 - 10.10 am)

These decisions were published on the 22 August 2011 and will come into force on 30 August 2011

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Wiltshire Council

Cabinet

13 September 2011

Subject: Denominational Home-to-School Transport

Cabinet Member: Councillor Dick Tonge - Highways and Transport

Key Decision: Yes

Executive Summary

As a result of significant budget pressures, the Council has had to review all the services it currently provides. This has included a review of all discretionary transport provision, including denominational home-to-school transport. A letter has been sent to parents and schools informing them of the proposal to withdraw discretionary denominational transport with effect from September 2012 and giving the opportunity to respond. A significant volume of representations have been received, and these are summarised as an appendix to this report. As a result of the representations, two further options have been developed which are presented alongside the initial proposal.

Proposals

From the three options presented, Option 2 is recommended (withdraw discretionary home-to-school transport assistance for children attending a denominational school on grounds of their religion) with effect from September 2012, but with transitional funding of £409 per student made available to the schools for a period of one year only to assist with the costs of transport for students already receiving transport who will be entering year 11 (their final GCSE year) in September 2012.

Reason for Proposal

To achieve savings that will be required to balance the budget, while providing continuity of education for pupils already attending a denominational school who will be entering their final year of GCSE studies in September 2012.

Mark Boden
Corporate Director - Operations

Subject: Denominational Home-to-School Transport

Cabinet Member: Councillor Dick Tonge - Highways and Transport

Key Decision: Yes

Purpose of Report

1. To seek approval for a change to the Council's Education Transport Policy in respect of denominational home-to-school transport in order to achieve financial savings.

Background

2. As a result of significant budget pressures, the Council has had to review all the services it currently provides. As far as is possible, it is seeking to make savings from improvements in efficiency and procurement, but these are not enough on their own and it has also been necessary to consider whether it can continue to afford to provide services that are discretionary – i.e. not required by law.
3. Currently, the Council provides subsidised home-to-school transport for children attending a denominational school on grounds of their religion; this is over and above that provided for children not attending a denominational school. This assistance is discretionary and was reviewed in 2006/7, at which time a charge was introduced. Information about the current scheme (number of pupils benefiting, the schools attended, and the cost of the transport) is attached as **Appendix 1**. It can be seen that the current charge to parents only covers a proportion (on average around half) of the cost. The law requires local authorities to provide free home-to-school transport for children attending the nearest denominational secondary school where the child receives free school meals or the parent receives the maximum level of Working Tax Credit for their case, and where the school is at least two miles, and no more than 15 miles, from home. In all three options the Council will continue to provide free transport in these circumstances.
4. A letter was sent on 5 May to all parents receiving denominational transport assistance, to the headteachers of affected schools, and to the Clifton Diocese, explaining the Council's proposals and stating that Cabinet would be asked to approve proposals at its meeting in July. In order to make it clear what channels were available for representations to be made to the Council about the proposals, a further letter was sent to the parents and headteachers on 27 May giving details of the date and venue of the Cabinet meeting and of the rights to attend that meeting, and explaining how representations could be made. A letter was subsequently also sent to the Bath and Wells and Salisbury Church of England Dioceses in respect of the small number of Church of England children also affected.

5. At the Cabinet meeting on 24 May the Leader of the Council emphasised that no decision had been made by Cabinet, and that the decision would be made at their meeting on 26 July. It was later decided to defer consideration of the proposals until the Cabinet meeting on 13 September, so that it would not coincide with the school holidays. The deadline for written comments on the proposals was also extended to 8 August.
6. The proposals were considered by the Children's Services Select Committee at its meeting on 22 July. The Committee resolved to set up a Rapid Scrutiny Task Group, the recommendations of which will be reported to Cabinet on 13 September.
7. There have been two meetings involving, variously, the Chairman of Governors and the Headteacher of St. Augustine's School, the Chairman of Governors and other representatives of St. Patrick's School, Corsham, representatives of the Clifton Diocese and the Parish Priest of Devizes. The Leader of the Council, Cabinet Members, the Portfolio Holder and officers of the Department for Children and Education and Department of Neighbourhood and Planning attended.
8. A summary of the representations received, and the issues raised (together with the Council's response to these), is attached as **Appendix 2**.
9. Following consideration of the representations received, and of the financial, environmental, legal and equalities impacts outlined below, three options are now put forward for Cabinet to consider:

Option 1 – implement original proposal (withdraw all discretionary denominational transport assistance with effect from September 2012)

- From September 2012 the Council would cease to provide transport for pupils attending denominational schools on the grounds of denominational preference, except where there is a legal entitlement to free transport (i.e. for low income families in certain circumstances, as described in paragraph 3).
- During 2011/2012 Council officers would seek to support the schools to arrange their own transport, to try and ensure that, as far as possible, transport continues to be available but funded by the users or from other sources rather than by the Council.

Option 2 – withdraw discretionary denominational assistance with effect from September 2012, but with transitional provisions to assist pupils entering the final year of their GCSE course in 2012

- As Option 1, but;
- The Council would provide a fixed amount of funding direct to the schools, to assist them with the costs of providing transport for pupils who are part-way through their exam course when the new policy takes effect. The payment would be for one year only, and would be based on the number of pupils at the school already receiving transport and who would be entering their final year of GCSE studies in September 2012. It is suggested that this would be set at £409 per pupil, which is equivalent to the average overall cost per head of providing the existing transport in 2011/12, less the 2011/12 parental contribution. Transport would have to be arranged by the schools affected.

Option 3 – withdraw discretionary denominational assistance with effect from September 2012, but with transitional provisions to assist all pupils who are already receiving transport

- As Option 1, but;
- The Council would provide a fixed amount of funding direct to the schools, to assist them with the costs of providing transport for all pupils who are already attending the school, each year until they leave. The payment would be made once each year and would be for a fixed amount per pupil, for each child still attending the school who was receiving transport in the 2011/12 academic year. The overall amount paid by the Council would therefore decrease each year as successive year groups leave the school. It is suggested that the amount paid per pupil would be set at £409 per pupil, which is equivalent to the average overall cost per head of providing the existing transport in 2011/12, less the 2011/12 parental contribution. Transport would have to be arranged by the schools affected.

Main Considerations for the Council

10. The Council will need to balance the need for financial savings against the impacts identified elsewhere in this report, and in the representations received from parents and schools (summarised in **Appendix 2**). The main issues to be considered include:
 - Restricting choice – the proposals would make it more difficult for parents, especially those on lower incomes or with more than one child in the family, to send their children to a school of the faith to which they adhere.
 - Financial hardship – the proposals could cause financial hardship for parents who already have children at a denominational school, as the cost of transport would be likely to increase significantly or may not be available at all (although children from the lowest income families would continue to receive free transport). Options 2 and 3 would mitigate the impact of this to some extent.
 - Continuity of education – the proposals could oblige some parents to transfer children currently receiving transport assistance to another school if there is no alternative transport available or they are unable to afford the higher cost. Option 3 would mitigate the impact of this and Option 2 would mitigate the impact for individuals in their key GCSE year.
 - Impact on denominational schools – it is argued in some of the representations received that the proposals would have a detrimental impact on the viability of the denominational schools, and that their ethos would change if fewer adherents to the faith are able to apply and their places are taken by children from other backgrounds. A consideration, raised by the schools and the Diocese, is that the financial contribution to the running of the schools made by the Church benefits the Council by reducing the funding it has to provide, and that the subsidy for transport compensates for this.

Environmental and Climate Change Considerations

11. Removing the home to school transport subsidy for children at denominational educational establishments would be likely to result in pupils travelling to school using a number of different modes. If this were to happen, there would be a number of potential detrimental environmental impacts, including an increased carbon footprint (as not as many children will be using mass transport), increased volumes of road users and decreased air quality arising from more vehicular movements.
12. The extent of these detrimental impacts would depend on the extent to which alternative transport arrangements were able to be made by the schools, and the nature and cost of these arrangements. The Council has offered to support the schools to make their own transport arrangements (or take over existing contracts) so that this impact is minimised. Options 2 or 3 would also reduce the potential environmental impact to some extent during the transition period. The Council is also able to assist schools in developing a travel plan with targeted objectives and feasible projects that aim to make home to school travel more sustainable.

Equalities Impact of the Proposal

13. The equalities impact of the proposals would again depend on the extent to which alternative transport arrangements are able to be made by the schools to replace the current services that are provided under contract to the Council. The Council has offered to support the schools to make their own transport arrangements so that the impacts are minimised, as without these there would, in some areas, be no suitable transport available and parents would have to make their own individual arrangements. If alternative arrangements could be made, the impacts would be lessened, as transport would still be available, but the charging arrangement would have to be made by the school concerned. Options 2 and 3 would again mitigate the impacts to an extent, as described below.
14. The main impacts would be as follows, and would particularly affect the following groups:
 - Adherents to the Catholic faith - although the denominational transport policy applies equally to all faith groups, in the Wiltshire context recipients are all (except two pupils attending a Church of England School) from the Catholic faith.
 - Lower income families – although some children from low income families will continue to receive statutory free transport, families falling just above the qualifying income threshold may suffer financial hardship if they choose to continue attending a denominational school.
 - Families with more than one child attending a denominational school – for whom the costs of transport are multiplied if charged per seat.
 - Families living in areas where it is not possible to arrange alternative transport – this will depend on what alternative arrangements can be agreed with the schools, but may particularly affect some rural areas where transport is currently expensive to provide (e.g. where taxis are used).

Impact 1 - restriction of ability to choose a school of the faith to which the family adheres

15. This is identified as a major concern in the majority of the representations received. The Council continues to recognise and support faith schools as providers of education. However, it also has to take into account the financial cost to council tax payers in general of providing transport. It is also noted that although the Council supports the right of all parents to send their children to a preferred school for other reasons, (e.g. educational preference) it has a policy that it is not able to provide financial assistance for transport. Although it can be argued that the ability to choose a school that allows a child to grow up with the values of the faith to which the family adheres is not the same as choosing a preferred school on educational grounds, there are others who would argue that it is not fair that some groups receive funding to support their choice of school, while others do not.

Impact 2 – financial hardship

16. This is another of the main concerns raised in the representations received. Transport is expensive to provide – this is why the Council is unable to fund transport for parents who choose to send their child to a more distant school on grounds of parental preference, and is why it is now proposing to withdraw assistance for denominational transport. The average cost to the Council of providing the existing transport is £781 per pupil per year, to which parents currently contribute between £302 and £400, depending on distance and age (2010/11 charges). In some cases (e.g. in some rural areas where taxis are used) the cost to the Council is very much higher – although the charge to parent remains the same. If parents have to pay a higher proportion of the costs, or make their own transport arrangements if the schools are unable to provide transport that meets their needs, then this could be a significant burden for families who are on a relatively low income but are above the threshold for statutory free transport, and particularly those who have more than one child at school. However, this would depend on the charging arrangement made by the school concerned.
17. Option 2 would mitigate the financial impact for pupils who will be in their final GCSE year in 2012/13, and Option 3 would mitigate the impact for all pupils who are already at a denominational school and receiving transport. The extent of the mitigation would depend on how the schools were able to use the transitional funding allocated to them and, in particular, whether they were able to make cost-effective arrangements for (for example) transport from the more isolated rural areas, and what charges they would make to parents.

Impact 3 – continuity of education

18. If the availability of transport is reduced, or the cost to parents increased significantly, it is possible that some parents with children already at a denominational school would be obliged to move them to another school. This would cause disruption to the child's education and be unsettling.

19. Several of the representations received have expressed particular concern about the impact on GCSE students who may have to transfer part-way through their course. Option 2 is proposed as a way of mitigating the impact on this particular group of students (the year group who will be starting their GCSE studies in year 10 in September 2011, and will take their exams in the year beginning September 2012). Option 3 extends this mitigation to all students who are already at a denominational school and receiving transport.
20. In both cases, the extent of the mitigation would again depend on how the schools were able to use the transitional funding allocated to them and, in particular, whether they were able to make cost-effective arrangements for (for example) transport from the more isolated rural areas, and what charges they would make to parents.

Risk Assessment

21. There is a risk that if a large number of children transfer to other schools as a result of the implementation of the proposals, there might not be the capacity to accommodate them in their nearest local school. If this were the case, the Council would be obliged to provide transport to the next nearest suitable school, and this would erode the savings achieved.
22. The Admissions Team have analysed the data for children attending the schools by year group and have concluded that, should denominational transport be withdrawn, there will be places at the pupils' designated local school for any applications made in the normal admissions round, e.g. admission into reception or year 7. However, if parents of pupils already attending denominational schools decide to withdraw their children, and then seek a space at their local designated school, it may not be possible to secure a school place as the year group may already be full. The schools where this has been identified as a potential issue are as follows:
 - St. Laurence Secondary School, Bradford-on-Avon
 - Corsham Secondary School, Corsham
 - Devizes Secondary School, Devizes
 - Lavington Secondary School, Market Lavington
 - Broughton Gifford Primary School, Broughton Gifford
23. The extent to which this will result in extra cost to the Council is hard to assess, as it will depend on the number of children who seek to change school, the number of spare places available in the relevant year group, and whether transport to the next nearest school is already being provided for other children. It has been assumed that most parents will want their children to remain at the current school, and that the schools will be able to make alternative arrangements that will enable most to do this; however, the savings estimates shown below include an allowance for a limited amount of extra transport to alternative schools. The risk would be significantly reduced with Option 3, and this is also taken into account in the financial calculations.

24. It has been assumed that, if the proposals are approved, the denominational schools will be able and willing (with support from Council officers) to make alternative transport arrangements, such that transport will continue to be available for most of those who need it. If this is not the case, the impacts on pupils and their families will be much greater as other existing transport services are not sufficiently extensive, or do not have sufficient capacity to cater for the numbers of children currently travelling in some areas.
25. There is a risk that if a decision on the proposals is deferred, the period of notice given to parents and schools will be insufficient to allow them to make alternative arrangements. It is recognised as 'good practice' (though not a statutory requirement) to give 12 months notice of major changes to transport policy such as this.

Financial Implications

26. The current denominational transport policy, under which the Council provides transport and levies a charge for its use, was introduced in September 2007 and was phased in such that it only applied to new pupils starting at the school. There are still some children (those currently in years 11 and above) who are receiving transport assistance under the pre-2007 policy and do not pay a charge. Under the existing policy there will therefore be additional income (estimated at £30,000) that will accrue to the Council over the next two years (2011/12 and 2012/13).
27. The additional savings from implementing the options outlined in this report, on top of those being achieved under the existing policy, are estimated as follows. All figures are best estimates at the time of writing and are liable to change:

Option 1

2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
£153,000	£159,000	£160,000	£161,000	£162,000	£162,000	£162,000

(Savings achieved from withdrawing transport contracts (net of income from charges), less an estimated cost for continuing to provide free transport to meet statutory requirements; and for providing transport to alternative schools where children transferring cannot be accommodated in their local school; and for the cost of continuing to provide transport for sixth form students who will continue to be entitled to transport assistance under the 'same cost' provisions of the Council's Post 16 Education Transport Policy.)

Option 2

2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
£132,000	£159,000	£160,000	£161,000	£162,000	£162,000	£162,000

(As for Option 1, less an estimated one-off payment to the schools in 2012/13)

Option 3

2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
£38,000	£69,000	£100,000	£134,000	£158,000	£160,000	£162,000

(As for Option 1, less an estimated payment to the schools each year up to and including 2017/18; 2018/19 would be the first year in which the full savings would be achieved, although the bulk - £158,000 – would be achieved by 2016/17). Also with a reduced estimate for the cost of providing transport to alternative schools, where children transferring cannot be accommodated in their local school)

Legal Framework

28. Section 509AD of the Education Act 1996 places a duty on local authorities in fulfilling their duties and exercising their powers relating to travel, to have regard to, among other things, any wish of a parent for their child to be provided with education or training at a particular school or institution on grounds of their parent's religion or belief. There is, however, no general duty to provide transport.
29. The exception to this is for children of parents on low incomes who attend the nearest suitable school preferred on grounds of religion or belief, where they live more than two miles but not more than 15 miles from that school. These are defined as 'eligible children' by the Education Act 1996, and the authority has a duty to provide free transport in these circumstances. The proposals take this into account.
30. The authority has a duty under the Equalities Act 2010 to consider the equalities impacts of its actions, and to demonstrate that these have been taken into consideration when decisions are made, and that the decision is proportionate with its Public Sector Equality Duties. Religion or belief is defined as a 'protected characteristic' by the Act, which must be taken into consideration. This process has been followed in drawing up the current report, and relevant equalities issues are considered in paragraphs 12-19.
31. DfE guidance states that local authorities "should consult widely on any changes to their local policies and that such consultations should last for at least 28 working days during term time". It is considered that the letter sent to parents and schools on 5 May, and the subsequent letter of 27 May, has provided ample opportunity for those affected to make representations. The issues raised in the representations are reported in **Appendix 2**, and reflected in the body of the report and in the three options that are put forward for Cabinet to consider.
32. The same Guidance also says that "as much notice as is reasonably possible should be given of any changes to support given to parents, so that they can make alternative arrangements". By bringing the report to Cabinet in September 2011, it is intended to give parents and schools adequate notice so that there will be ample time to make new arrangements, both for pupils already at the school and for those who are considering applying to a denominational school to start in September 2012.

33. The Guidance also says that it is good practice that any such changes should be phased in and come into effect as pupils start school. The Council is required to have regard to DfES guidance, but (particularly in the case of suggested “good practice”) can depart from it if there are sound reasons for doing so. Financial considerations are relevant in this context, and are the reason why the option to phase in the proposal was rejected (see paragraph 34 below). However, Option 3 does provide an alternative ‘phased’ option, although still with a major impact on the timescale over which the financial savings would be achieved.

Options Considered

34. The Council’s Business Plan for 2011-15 identifies the need to make significant reductions in spending, and puts forward a strategy for achieving these through reductions in management costs, improved procurement and commissioning, workplace transformation, systems thinking reviews, raising income, and reshaping services to improve efficiency and focus on priorities. The preferred option has been to make savings that will not impact on service users, and transport has played its part in these, with major savings identified or achieved from procurement and efficiencies. However, due to the scale of the reductions in spending needed, it has also been necessary to review all discretionary (i.e. non-statutory) transport and consider all options in respect of these. In addition to the current proposals in respect of denominational transport, savings of £600,000 are being made in 2011/12 from changes to public bus services. It was considered that the other major area of discretionary education transport spending, the Post16 Transport Scheme, that provides assistance for students attending sixth forms and FE colleges, should be retained owing to its importance in providing access to further education for young people.
35. At the stage of considering what changes might be made to achieve savings from denominational transport, the following options were considered in addition to the current proposal:

Option A – increase charges by up to 20%; rejected as the savings achieved would be much lower (less than £20,000).

Option B – increase charges to the point where the service became self-funding (this would require a charge of at least £800 per annum per pupil); rejected as savings are uncertain, and would depend on parental reaction to a significantly increased charge.

Option C – phased withdrawal; the Council would continue to provide transport for pupils already attending the schools as at September 2011, but not for new starters in subsequent years. Rejected as the Council would still have to meet the cost of the transport until numbers had declined to the point where transport contracts could be combined or withdrawn, so the bulk of the savings would not be realised until much later. If there was an ongoing demand for transport at this stage it would also then be necessary to find a way of providing this without Council funding.

36. The current report puts forward three options for Cabinet to consider, as described above. Option 1 is the initial proposal as detailed in the letter to parents and schools; Options 2 and 3 have been developed subsequently to address some of the concerns raised by those who have responded.

Conclusions

37. Taking into account the representations that have been received, and the assessment of impacts above, it is recommended that Option 2 is approved. Option 3 is also put forward for consideration; this would further mitigate some of the impacts of the initial proposal, but would defer the timescale over which the savings would be achieved. This would require compensating savings to be made from elsewhere in the Council.

Mark Boden

Corporate Director - Operations

Report Author:

Ian White

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Tel No. (01225) 713322

The following unpublished documents have been relied on in the preparation of this Report:

Passenger Transport Policy Review (internal report)

Denominational Transport Review Summary (internal working document)

Appendices:

Appendix 1 – Current arrangements

Appendix 2 – Summary of responses received

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Current denominational transport policy; background information

Policy

Before September 2007

Primary schools - free transport for pupils living 3-5 miles from school
 - pupils living more than 5 miles from school received a daily allowance of £1.86 towards cost of transport

Secondary schools - free transport for pupils living 3-10 miles from school
 - pupils living more than 10 miles from school received a daily allowance of £2.85 towards cost of transport

From September 2007

- Children already at school - previous policy continues to apply until they change or leave school (so pupils in current years 11, 12 and 13 will continue to receive transport under the old policy until they leave).
 Tighter criteria and procedures introduced for checking that families are regular attenders at church.
- New starters – required to pay a contribution towards the cost of transport. Charges (as at September 2010);

Primary £302 per annum

Secondary £302 - £400 per annum depending on distance

Spare seats sold to non-entitled children (e.g. those not meeting the 'churchgoing' criteria) at a charge of £131 - £267 per 'double term' (i.e. 3 payments in a full year) depending on primary / secondary and distance.

From September 2008

Education & Inspections Act introduced a new entitlement to free transport for children from low income families – where the child receives free school meals, or the parent receives the maximum level of Working Tax Credit for their case – where they are attending their nearest denominational secondary school (for reasons of faith), and the school is at least 2 and no more than 15 miles from home.

Facts and figures

421 students are receiving transport under the policy, plus 27 who are not entitled but purchase spare seats. These attend:

Secondary schools

Trowbridge St Augustines	297 (plus 5 spare seats)
Bath St Gregory's	47 (plus 22 spare seats)
Salisbury St Joseph's	12
Swindon St Joseph's	4
Bath St Marks (C.E.)	2
<i>Total Secondary</i>	389

Primary Schools

Amesbury Christ the King	1
Corsham St Patricks	30
Calne St Edmunds	9
Chippenham St Marys	3
Salisbury St Osmunds	3
Malmesbury St Josephs	3
Wardour nr Tisbury	9
Devizes St Josephs	1
<i>Total Primary</i>	59

Types of transport arrangement used (and numbers of students):

St Augustine's – contracted buses from Melksham area (73) and Warminster area (66). School organised buses from Devizes (150), service bus from Bradford on Avon (15)

St Gregory's – contracted bus from Chippenham, via Corsham (69)

Salisbury St Josephs – service buses from Amesbury (4) and Salisbury (5), rail from Tisbury (2)

Swindon St Josephs – service bus from Calne (1) via Wootton Bassett (3), west Swindon (Wiltshire) (1)

Corsham St Patricks – contracted buses from Melksham area (26)

Other arrangements include taxis and petrol allowances

Costs

Gross annual cost of provision	£349,000
Estimated annual income by 2013/14 (when phased intro of 2007 policy complete)	£166,000
So, estimated net cost of provision by 2013/14	£183,000
Average gross cost per pupil entitled to transport	£781
Average net cost per pupil entitled to transport (from 2013/14)	£409

Summary of representations received and issues raised

(responses received in the Education Transport team by 8 August 2011).

Total responses received **240**

Of which;

From individuals (mainly parents) 227

From schools and church representatives 13

Those from schools and church organisations were from;

Chair of Governors, St Augustine's RC College, Trowbridge

Education Dept, Bath and Wells CE Diocese

Headteacher, St Joseph's RC Secondary School, Salisbury

Headteacher, St Georges RC Primary School, Warminster

Director of Education, Clifton RC Diocese

Father JP Coulon, Parish Priest, Devizes

Cannon Liam O'Driscoll, Parish Priest, Trowbridge

Headteacher St Augustine's RC College, Trowbridge

Chair of Governors, Christ the king RC Primary School, Amesbury

Father R Northey, Parish Priest, Melksham

Headteacher, St Joseph's RC Primary School, Devizes

School Governors, St Patricks School, Corsham

Comments made by these organisations have been included in the summary below.

134 letters were exactly the same

130 respondents live in the Devizes area

In addition, a petition of 450+ signatures was considered by Council on 12 July.

A further petition of approximately 250 signatures was presented to the Prime Minister.

NB 1 Some respondents contacted more than one person in the Council (e.g. local member, leader, Cabinet members, officers). These have been recorded as a single response.

NB 2 The majority of responses (approx 56%) were the same letter received from different people. These have been recorded as separate responses.

Issues raised

Below is a summary of the issues raised, and the number of times each issue was mentioned. A brief response is given in italics below each issue.

A folder including all the responses is available for inspection in the **Members' Room**.

This proposal discriminates against / denies a faith preference. The Prime Minister holds faith schools in high regard. The law encourages local authorities to support faith schools. (mentioned in 171 responses)

The Council recognises the wish of some parents for their children to attend a faith school. However, there is no legal duty on the Council to provide transport, and it has to balance the cost of maintaining the current level of assistance against the need to respond to the significant financial pressures now facing all local authorities.

The Council has stated that it will support schools to make their own transport arrangements so that as far as is possible, children are able to continue to attend faith schools where their parents express a preference to do so.

Although the Prime Minister may have expressed this view, the Government has not offered local councils any additional support to fund the costs of transport, and the overall reduction in local authority funding has meant that all areas of discretionary provision have had to come under increasing scrutiny.

The law requires local authorities to 'have regard' to parents' wishes for their children to attend a faith school. However, it does not require local authorities to provide transport (except for low income families). Local authorities are having to make difficult decisions about what services they will continue to provide given the requirement by Government to significantly reduce public spending during the course of this parliament

A proper consultation should be carried out (mentioned in 182 responses)

The Council has written to parents, schools and the Diocese making it clear how representations can be made about the proposals, both in writing and by attending the Cabinet meeting. The responses received are reported below and will inform Cabinet's decision. The decision will be made at the cabinet meeting, no decision had been made prior to the letter being sent out. A high level meeting has also been held between members of the Cabinet, the Head of St Augustine's School, and a representative of the Clifton Diocese.

The changes should be phased in, not cease at once / it is unfair to withdraw this for those already at a school or starting next term (mentioned in 143 responses)

Phased withdrawal was considered as an option at the early stages, but rejected as the Council would have to continue providing most of the existing transport until numbers travelling had reduced to the point where buses could be withdrawn, or arrangements made for the funding and operation to be transferred to another body such as the school or a parents' club. A revised proposal for phased withdrawal, with transitional funding provided to the schools to assist them with providing alternative transport, is included as Option 3 in the report. This would however defer the majority of the financial savings until 2015/16 and later.

Some children will need to move to other schools – this will be unsettling. GCSE students may have to change schools halfway through their course. The Council has not considered the wider impact of unsettling pupils and how this will affect communities. (mentioned in 167 responses)

It is recognised that, as the Council is having to make difficult decisions, some parents may also have to make difficult choices about their child's place of education and that this would be unsettling. The Council has stated that it will support schools to make their own transport arrangements so that as far as is possible, children are able to continue to attend the same school.

It is recognised that GCSE students part way through their exam course could be affected by a change of school at such an important time. To minimise the risk of this happening, the recommendation in the report is to adopt a revised proposal option 2) that would provide the schools with transitional funding to assist with providing transport for students who are already in the final years of their GCSE studies.

There will not be enough spaces at other schools if children need to transfer, and the Council will not make the savings it expects as it will have to provide transport to the next nearest available school (mentioned in 149 responses)
The risk of this occurring has been evaluated and taken into account in estimating the expected financial savings.

Faith schools contribute significantly to the educational standards achieved in Wiltshire (mentioned in 159 responses)

The Council acknowledges the significant contribution to educational standards made by faith schools. The former Wiltshire County Council's decision to provide assistance with transport to faith schools over twenty years ago has enabled such schools to develop and flourish in that time. However, this help has always been at the discretion of the local authority and is not required in law, and the financial pressures facing the Council have necessitated a review of all discretionary provision.

The RC community already contribute 10% of school costs through church collection plates (mentioned in 9 responses)

The contribution to school costs made by the Church is acknowledged, but does not diminish the need to review the affordability of discretionary transport assistance at a time of increased financial pressures.

This proposal will result in an increase in car use, impacting on the environment / health and safety (mentioned in 169 responses)

The Council has stated that it will support the schools to make their own transport arrangements, with the aim of ensuring that transport continues to be available for those who want to use it. This would help to mitigate any adverse environmental or health and safety impacts.

There is no other transport available in rural areas (mentioned in 6 responses)

It is recognised that those in more rural areas may have difficulties accessing transport, and that schools may have to investigate alternative ways of providing cost-effective transport (for example car sharing) in some places.

This subject should be scrutinised by Children's Services Select Committee (mentioned in 1 response)

The report is being considered by Children's Services Select Committee on 22 July.

It places a greater financial pressure on parents. Some households will not be able to meet the new transport costs. (mentioned in 165 responses)

Children from households with the lowest incomes will continue to be entitled to free transport. It is acknowledged that if parents have to pay a higher proportion of the transport costs, or make their own arrangements, those who are on relatively low incomes but are above the qualifying threshold for free transport, may find difficulty in meeting the cost. However, this would depend on the charging arrangements made by the school for any new arrangements that they put into place.

Unfortunately, where an educational or faith preference is being made, there is generally no responsibility placed on local authorities to assist with transport, and given the financial pressures faced by local authorities the Council has had to review its ability to continue to provide assistance in these circumstances .

The Council will still need to provide transport to local schools for many children so full savings will not be realised (mentioned in 138 responses)
In the vast majority of cases, transport already exists to the local school and in most cases children who transfer to a local school (and are entitled to free transport) could be accommodated at no additional cost to the Council.

Wiltshire has not been affected by Government cuts as much as other authorities (mentioned in 11 responses)
Following its move to unitary status, the Council has been better placed than many other local authorities in its ability to respond to the need for spending reductions. However, it has still been necessary to review all areas of discretionary spending in order to respond to these and other financial pressures such as the rising demand for services due to demographic and social changes.

This is against the Government policy allowing preference (mentioned in 168 responses)
The law regarding school admissions allows parents to express a preference for a particular school, even if that is not the nearest one. The law regarding school transport entitlement only makes local authorities responsible in cases where the nearest school is attended and when certain distance criteria are also met. The Council's policy has always been that it will not fund transport assistance for children attending a preferred school for educational or other reasons; the proposed withdrawal of assistance for children attending a preferred school for faith reasons would (if approved) bring the policy for denominational preference into line with that which already applies for families who express a preference for other reasons.

Other issues raised (each mentioned in a small number of responses)

This will lead to a reduction in funding for the school as the numbers on roll drop

**Non-faith parents will take up places at the school and change the ethos.
Religious teaching is important to us**

**This discriminates against lower incomes.
I will have to give up work to take my children to school – this contravenes my human right to work**

This will affect parents whose children can't access public transport – it will not be possible to drop and collect children by car

This will result in children from the same family attending more than one school

Parents will car-share, more cars on the road

The Council should use the money wasted in other areas before taking from this group

This should be postponed for 12 months to allow more time for alternative plans

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Wiltshire Council

Cabinet

13 September 2011

Subject: 11 to 19 Commissioning Strategy

Cabinet member: Lionel Grundy – Children’s Services

Key Decision: Yes

Executive Summary

The report outlines the background and context for producing an 11 to 19 commissioning strategy. It summarises the content of the strategy highlighting the commissioning priorities. The priorities include plans for further development of the Integrated Youth Service including the future Wiltshire Youth Work Offer. Finally, the report outlines savings which will be made from 1 April 2012 from the Council’s budget for youth work services.

Proposal

That Cabinet agrees the strategic direction and priorities outlined in the 11 to 19 commissioning strategy (see Appendix 1) including agreeing the following:

1. The commissioning priorities outlined in section 6 of the strategy and highlighted in section 15 of this report;
2. the Wiltshire Youth Work Offer for young people aged 13 to 19 also outlined in section 6 of the strategy and sections 22 and 23 of this report and
3. the savings from youth work services budgets outlined in section 24 of this report.

Reason for Proposal

The Wiltshire Children and Young People’s Trust brings together all agencies working with children and young people in Wiltshire. The Trust has developed a commissioning strategy covering services for the 11 to 19 age range. The strategy sets out the strategic direction for services for this age range including services purchased and provided by Wiltshire Council. Wiltshire Council Cabinet is being asked to endorse and approve the strategy including the commissioning priorities.

The 11 to 19 strategy includes plans for reshaping youth services in Wiltshire and for making the savings from the transformation of youth work services noted in the Council’s Financial Plan for 2011 to 2015.

Carolyn Godfrey
Corporate Director – Children and Education

13 September 2011

Subject: 11 to 19 Commissioning Strategy

Cabinet member: Lionel Grundy – Children’s Services

Key Decision: Yes

Purpose of Report

1. This report introduces the revised 11 to 19 commissioning strategy following a period of consultation and highlights key proposals where the Wiltshire Children and Young People’s Trust is seeking endorsement or approval from the Wiltshire Cabinet.
2. The strategy and this report also outline the strategic direction for re-shaping youth services in Wiltshire and for making savings from current expenditure on youth work provided by the Council’s Youth Development Service.

Definitions

The 11 to 19 commissioning strategy and this report are using the following definitions:

3. **“Services”** is used as a generic reference to all services for 11 to 19 years olds including education, health, social care and youth services.
4. **“Youth services”** refers to services which young people use in their free time, for example, sports clubs, guides, and scouts. Within Wiltshire the majority of youth services are provided by the voluntary and community sector and sports/activities clubs.
5. **“Youth work”** describes a particular youth service approach which is planned, has a clear purpose and offers young people developmental opportunities. The Wiltshire Council Youth Development Service takes a youth work approach as do a number of agencies providing services in Wiltshire.

Developing the 11 to 19 Commissioning Strategy

6. The Wiltshire Children and Young People’s Trust brings together all agencies working with children and young people in Wiltshire. The Trust Commissioning Executive made a decision to develop a 13 to 19 commissioning strategy in July 2010. This was endorsed by the 13-19 Strategy Group in November 2010.
7. In December 2010 a multi-agency Youth Strategy Group was established with a specific brief to make plans for the future of youth services.

Wiltshire Assembly of Youth (WAY) was represented on the group. It was agreed that the work on youth services would be undertaken as part of the development of the commissioning strategy.

8. Three consultation events were held in February and March 2011, including events for young people and for staff from a wide range of agencies. Feedback from these events informed the draft strategy issued in May 2011.
9. Formal consultation on the draft took place from 13th May to 5th August. A summary of involvement in the consultation process is provided below:
 - 746 young people were involved. 598 young people took part in Focus Groups and 148 responded to a Snap Survey.
 - A total of 227 staff who provide services for young people took part in 6 events.
 - The draft commissioning strategy was an agenda item for Area Boards.
 - The Children's Services Committee submitted a response to the consultation. The Committee also established a Rapid Scrutiny Exercise, meeting on 9 September to a) consider the consultation process followed and b) consider the strategy and make any recommendations to Cabinet, details of which will be presented to Cabinet.
 - 31 written responses to the consultation were received.

Summary of the 11 to 19 commissioning strategy

The 11 to 19 commissioning strategy includes the following:

10. **Section 1** is the **Executive Summary**. This notes that:

“Through the 11 to 19 commissioning strategy the Children's Trust will add value by ensuring:

- A coherent offer to young people.
- No overlap and duplication.
- Everyone is focusing on the most important priorities.
- The best use of the resources available.”

11. **Section 2** provides an **introduction** outlining the purpose, scope, links with existing strategies and how the strategy was developed. In response to consultation feedback the age range of the strategy has been changed from 13 to 19 to 11 to 19. However, it is important to note that some services and policy initiatives will focus on a narrower age range.

The introduction states that “The purpose of the commissioning strategy is to achieve better outcomes for young people aged 11-19 by:

- Ensuring a comprehensive range of high quality services for all young people.
- Providing an early response when young people are vulnerable or at risk, as soon as problems or issues arise.
- Ensuring cost effective services by improved co-ordination and reducing any overlaps and duplication.”

12. **Section 3** outlines the **national and local context** including the vision for services for 11 to 19 year olds and the values which will underpin all services. The Council's four year Business Plan notes the following intentions:
- Our biggest shift will be developing our work with communities to make them more self sufficient and less reliant on our services.
 - Plans to realign resources to “protect our most vulnerable citizens by investing in their services”.
13. **Section 4** provides **information on needs and performance** including key demographic data and an analysis of performance. The strategy aims for top 25% performance in all key performance indicators, including educational attainment.
14. **Section 5** is a **service review** which includes a framework for describing and categorising services. The framework is set out below:
- Universal or open access services available for all young people.
 - Lower level targeted support which if provided on a short term basis at an early stage will tackle problems before they become entrenched and difficult to change.
 - Higher level targeted support which needs to be available if young people are engaging in risky behaviour which might do them some harm in the longer term. Services at this level can prevent a drift into crime, serious substance misuse, self harming behaviour or the need to become “looked after”.
 - Specialist services where young people are at risk of significant harm or in need of very specific types of services.

The commissioning priorities outlined below, including the proposals for youth work services in Wiltshire, reflect the need to have an appropriate balance of different levels of service.

15. **Section 6** outlines the broad strategic **commissioning priorities**. These are:
- Supporting young people to move into employment and training.
 - Improving educational attainment.
- (These were the top 2 commissioning priorities selected by young people)
- Increasing the availability of affordable housing.
 - Exploring options to improve transport for young people.
 - Increasing the involvement of young people in the commissioning process.
 - Encouraging and increasing volunteering opportunities for young people.
 - Improving integrated youth services including:
 - Ensuring there is a focus on services for young people engaged in risky behaviour
 - Establishing the future of information, advice and guidance support.
 - Reshaping youth work services.

Reshaping Youth Work Services

Consultation on 4 Youth Work Suggestions

16. The draft commissioning strategy outlined 4 suggestions for reshaping the Youth Development Service and making the savings outlined in the Council's Business Plan. Reports on the consultation process include detailed responses. In summary:
17. Suggestion 1 considered **testing the market for Youth Work Services**. Overall this was not popular although just under a quarter of responses to the young people's Snap Survey favoured this option. Most of the concerns were about possible reductions in quality and concerns over who might provide the service.
18. Suggestion 2 focused on **developing local partnerships** with the voluntary sector or secondary schools and colleges. The voluntary sector felt that there would be benefits from forging stronger partnerships and that there was untapped potential in the local voluntary sector. Others also echoed this and felt there could be added value from closer partnership working. Concerns were expressed about using schools as a venue as some young people would prefer not to use school premises.
19. Suggestion 3 considered **local management of open access youth work and closer alignment with campus developments**. This was the most popular suggestion with young people who were keen to be involved in plans for campus developments. There was consensus on closer links with the local community. There were some concerns that the roll out of campus developments is not happening to the same timetable as the youth work developments. There were also some concerns about devolved management of youth workers and maintaining equity of provision in terms of a Wiltshire-wide youth work offer.
20. Suggestion 4 focused on changing the youth work offer through **reduced reliance on use of existing buildings**. Some saw advantages to this option as less full time youth worker time would be spent on managing buildings. Others saw opportunities for promoting and sharing good practice. There were queries about whether having a few "hubs" fitted a rural authority. Young people were also concerned about sharing buildings with young people from other areas and with potentially having to travel more.
21. In summary the consultation responses demonstrated that:
 - Having localised services is popular.
 - A number of respondents wanted a mix and match approach as they liked parts of suggestions 2, 3 and 4.
 - We should maximise partnership working with voluntary and community organisations and avoid overlap and duplication.
 - Given a choice of retaining dedicated youth centres or paid youth workers, young people chose paid youth workers.

The proposals below take account of the consultation on the 4 youth work suggestions and of the wider consultation on the commissioning strategy.

Wiltshire Youth Work Offer

22. The Wiltshire Youth Work Offer will build on existing good practice in setting out clearly the services available to our population. (For example, Wiltshire's Local Offer on Short Breaks for disabled children and their families which has been recognised nationally). It will comprise local open access youth work which will be sustained in the long term through stronger more co-ordinated partnerships and more use of volunteers. In addition, there will be more emphasis on one to one work with vulnerable young people. The Council's Youth Work Offer will be provided by the Integrated Youth Service. The key features of the Youth Work Offer are described below.

Open Access Youth Work

The Council will continue to fund open access youth work for the 13 to 19 age range in each of the 18 community areas. This funding will reduce in 2012/13 but this does not necessarily mean that local youth centre opening hours will reduce. More volunteers could be recruited to assist with running youth work sessions and/or local communities might fund raise to maintain or increase the youth work provision available, for example, through seeking sponsorship from local businesses. The current funding formula will be maintained.

Higher level targeted youth work support

There will be a move towards focusing more Council resource on one to one work with young people who are engaging in risky behaviours. This builds on existing good practice already taking place within the Youth Development Service. It is proposed that the Youth Development Service Team Leaders, who are the Council's most senior qualified youth workers, will be based in the multi-disciplinary teams within the Integrated Youth Service.

Better co-ordination of positive activities for young people in local areas

Youth Advisory Groups will be set up in each local area, linked to Area Boards. Each Youth Advisory Group will be chaired by a young person under 25 and over 50% of members will be under 19 years of age. The Advisory Group will plan and shape local services, making sure local young people know what is available and encouraging partnerships which avoid overlaps and fill gaps. Mechanisms will be established to ensure knowledge and ideas are shared between Youth Advisory Groups.

Stronger partnerships with the voluntary and community sector

Over time, and through closer partnership working with the voluntary and community sector, it is anticipated that there will be more diversity of provision with some local youth work provision run by the council and some by other organisations. The local Youth Work Offer will provide a

framework for a consistent approach across Wiltshire whilst taking account of local circumstances.

Increased use of volunteers

Youth Advisory Groups will be asked to develop ideas for encouraging volunteers to get involved with youth services and with youth work provided in Council funded youth centres. This will be linked in with Council-wide initiatives to increase the involvement of volunteers in running services.

23. The following action is required to ensure that the new local Youth Work Offer is in place from 1st April 2012:
- A review of the role of Team Leaders and Youth Development Co-ordinators within the Youth Development Service.
 - Establishing Youth Advisory Groups with standard Terms of Reference in each of the 18 Community Areas, led by young people and supported by the Integrated Youth Service.
 - Developing a service specification which includes core standards and outcomes required for delivery of the local Youth Work Offer.
 - Developing closer working partnerships with existing voluntary sector organisations.
 - Establishing a 'bank' of volunteers to be involved in running open access youth work.

The work on the Integrated Youth Service noted as a priority in section 15 above and the development of the Wiltshire Youth Work Offer will be aligned and managed through the same process. The service specification noted above will set a framework and standards for the Integrated Youth Service as a whole including the Wiltshire Youth Work Offer. An Implementation Group will be established which will include young people and Integrated Youth Service staff.

Youth Work Services Savings

24. The Council's Financial Plan for 2011 to 2015 indicated that £600,000 savings needed to be made from the Youth Development Service budget from 1 April 2012. In response to feedback received during the consultation process this saving will be made in 2 stages:
- £450,000 from 1 April 2012
 - The remaining £150,000 from 1 April 2013.

This will enable more time to consider the remaining savings in the context of broader plans for the Integrated Youth Service.

The table below outlines how the £450,000 savings from the Youth Development Service budget will be made in 2012/13.

Budget category	Amount	Comments
Income generation	£45,000	This will be raised through a combination of subscriptions, fund raising and seeking sponsorship (an average of £2,500 within each Community Area).
Centrally held budgets	£282,500	These savings include vacant posts, savings from support budgets and subscriptions to professional associations. The savings also include an amount which was allocated for young people to influence expenditure on additional activities. However, our aim is for young people to be directly influencing the total spend on youth work services. Young people also now have access to apply for Area Board funding for specific projects.
Area based staffing	£122,500	This is likely to involve a mix of full time and part time sessional staff. Final decisions will be made in the context of the review of the Integrated Youth Service. This amount is equivalent to approximately 4 or 5 full time equivalent posts.
Total	£450,000	

Environmental and climate change considerations

25. No change.

Equalities Impact of the Proposal

26. Points to note:

- Local Youth Advisory Groups will be focusing on local needs of all young people.
- Where Bridging Projects which focus on the need of disabled young people have been established these will continue.
- Any savings from the part time sessional youth work budget will be applied using the agreed staff funding formula which takes account of population and deprivation.
- The implementation plan will be a live working document and this will provide an opportunity to review progress from an equalities perspective.

Risk Assessment

27. Points to note:

- The implementation timescale is relatively short and this will need to be managed through robust project planning.
- It is hoped to avoid reducing the number of opening hours. If this is necessary then each youth centre will develop risk assessment and management plans.

- Income generation is a risk and plans for what will happen if income targets are not met will be developed.
- There is a need to develop an overall risk management plan. Key mitigations to a reduced financial allocation are a reshaped service with continuation of open access youth work but with a greater focus on targeted support, phasing of the savings over two years and a clear local Youth Work Offer.

Financial Implications

28. Total estimated spend on young people aged 11 to 19 is outlined in the strategy. This includes funding delegated to schools and expenditure which is the direct focus of other commissioning strategies, such as the commissioning strategy for looked after children. The total estimated expenditure is included to give an idea of the scope of the spend within the Department for Children & Education on young people aged 11 to 19 but some elements of that spend can be more easily influenced by the strategy than others.

The savings proposals for the Youth Service indicate what is achievable in 2012/13 following the responses to the consultation, and subsequent analysis of potential areas for savings. This leaves a shortfall against the initial assumptions within the Council's business plan and the impact of this will need to be considered in the council's financial planning process for next year.

Legal Implications

29. Section 507 A and B of the Education and Inspection Act requires local authorities to secure positive learning opportunities for young people in their free time.

There are no direct legal implications in the proposed strategic approach to the commissioning of youth services. Legal implications will be taken into account when considering specific proposals.

Options Considered

30. Options and suggestions were noted in the draft commissioning strategy.

Conclusions

31. The 11 to 19 commissioning strategy provides a framework for all agencies working with the 11 to 19 age range. It outlines the commissioning priorities identified by young people, staff and partners working with this age range. The strategy includes plans for developing the Council's Integrated Youth Service and for a Youth Work Offer which is sustainable and locally focused.

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Background Papers

The following unpublished documents have been relied on in the preparation of this report:

- Report on young people’s consultation on the 13 to 19 commissioning strategy
- Reports on consultation events.
- Written responses to the consultation.

Appendices

Appendix 1 11 to 19 Commissioning Strategy

WILTSHIRE CHILDREN AND YOUNG PEOPLE'S TRUST

COMMISSIONING STRATEGY FOR YOUNG PEOPLE AGED 11 TO 19 April 2012 to 2015

Commissioning strategies set out the broad strategic direction for services based on an analysis of need and current performance and the views and ideas of key stakeholders. This includes making sure that within the resources available there is a good range of services and setting out commissioning priorities so that all agencies are clear about the direction of travel.

CONTENTS

- 1. SUMMARY**
- 2. INTRODUCTION**
- 3. CONTEXT**
- 4. INFORMATION ON NEEDS and PERFORMANCE**
- 5. SERVICE REVIEW**
- 6. STRATEGIC COMMISSIONING PRIORITIES**
- 7. INITIAL ACTIONS**

1. SUMMARY

The Wiltshire Children's Trust brings together all agencies working with children and young people in Wiltshire. The Children's Trust has developed a commissioning strategy covering services for the 11 to 19 age range. This sets out the strategic direction for services for young people including services purchased and provided by Wiltshire Council. The strategy sets out broad strategic commissioning priorities. Initial action items have been noted in the strategy and these will inform a more detailed implementation plan.

Through the 11 to 19 commissioning strategy the Wiltshire Children's Trust will add value by ensuring:

- A coherent offer to young people.
- No overlap and duplication.
- Everyone is focusing on the most important priorities.
- The best use of the resources available.

The strategy includes the following sections:

Section 2 provides an **introduction** outlining the purpose, scope, links with existing strategies and how the strategy was developed. In response to consultation feedback the age range of the strategy has been changed from 13 to 19 to 11 to 19.

Section 3 outlines the **national and local context** including the vision for services for 11 to 19 year olds and the values which will underpin all services.

Section 4 provides **information on needs and performance** including key demographic data and an analysis of performance. The strategy aims for top 25% performance in all key performance indicators, including educational attainment.

Section 5 is a **service review** which includes a framework for describing and categorising services. The framework for describing and categorising services is set out below:

- Universal or open access services available for all young people.
- Lower level targeted support which if provided on a short term basis at an early stage will tackle problems before they become entrenched and difficult to change.
- Higher level targeted support which needs to be available if young people are engaging in risky behaviour which might do them some harm in the longer term. Services at this level can prevent a drift into crime, serious substance misuse, self harming behaviour or the need to become "looked after".
- Specialist services where young people are at risk of significant harm or in need of very specific types of services.

The commissioning priorities outlined below, including the proposals for youth work services in Wiltshire, reflect the need to have an appropriate balance of different levels of service.

Section 6 outlines the broad strategic **commissioning priorities**. These are:

- Supporting young people to move into employment and training.
- Improving educational attainment.
(These were the top 2 commissioning priorities selected by young people)
- Increasing the availability of affordable housing.
- Exploring options to improve transport for young people.
- Increasing the involvement of young people in the commissioning process.
- Encouraging and increasing volunteering opportunities for young people.
- Improving integrated youth services including:
 - Ensuring there is a focus on services for young people engaged in risky behaviour
 - Establishing the future of information, advice and guidance support.
 - Reshaping youth work services.

Some detail is included on plans for reshaping youth work services. This includes a summary of feedback on the youth work suggestions included in the draft strategy and the key aspects of the Wiltshire Youth Work Offer which will be implemented from 1.4.12. The key features of the youth work offer are:

- Open access youth work
- Higher level targeted youth work support
- Better co-ordination of positive activities for young people in local area.
- Stronger partnerships with the voluntary and community sector
- Increased use of volunteers

2. INTRODUCTION

2.1 Purpose of the commissioning strategy

The purpose of the commissioning strategy is to achieve better outcomes for young people aged 11-19 by:

- Ensuring a comprehensive range of high quality services for all young people.
- Providing an early response when young people are vulnerable or at risk, as soon as problems or issues arise.
- Ensuring cost effective services by improved co-ordination and partnership working and by reducing any overlaps and duplication.

Points to note:

- The strategy is set in the context of national and local policies outlined in section 3.
- The strategy takes into account the specific needs of Wiltshire outlined in section 4.
- Information on the key outcomes we are seeking to improve is included in section 6.1

2.2 Definitions

The following definitions are used in the strategy:

- “Services” is used as a generic reference to all services for 11 to 19 years olds including education, health, social care and youth services.
- “Youth services” refers to services which young people use in their free time, for example, sports clubs, guides, and scouts. Within Wiltshire the majority of youth services are provided by the voluntary and community sector and sports/activities clubs.
- “Youth work” describes a particular youth service approach which is planned, has a clear purpose and offers young people developmental opportunities. The Wiltshire Council Youth Development Service takes a youth work approach as do a number of agencies providing services in Wiltshire.

2.2 Scope of the 11-19 commissioning strategy

The draft issued for consultation focused on the 13 to 19 age range. During the consultation there were many comments and questions on why this age range had been chosen. In response the age range has been lowered to 11 to include what is the key transition point from primary to secondary education for most young people. However, it is important to note that some services and policy initiatives will focus on a narrower age range.

The commissioning strategy will address the following:

- Alcohol and substance misuse

- Education, training and employment including education provision for excluded pupils
- Emotional well being and mental health
- Health and well being issues including sexual health
- Young people growing up in poverty
- Housing
- Leisure and involvement in positive activities
- Promoting participation in decision making
- Safeguarding including self harm and risky behaviour
- Teenage pregnancy
- Transport
- Youth crime including crime prevention

This strategy does not cover specialist services for young people with learning difficulties and disabilities. These services are being reviewed as part of a Wiltshire Council corporate review. However, this strategy does focus on the importance of **all** services being accessible for **all** young people.

Action 1: On completion of the corporate review of disabilities include any relevant items in the 11 to 19 commissioning strategy implementation plan.

2.3 Links with existing strategies

The 11 to 19 commissioning strategy focuses on improving outcomes for young people. It is important to stress that the commissioning strategy will make links with existing strategies and plans.

Existing strategies and plans covering the 11 to 19 age range are:

- The Wiltshire Children and Young People's Plan (currently being updated). This is the overarching plan for children and young people in Wiltshire.
- Wiltshire Community Plan
- Wiltshire Core Strategy
- Association of Chief Police Officers (ACPO) Children and Young People Strategy 2010-2013

Education, training and employment strategies and plans

- The Wiltshire Strategy for 13-19 Education and Training
- School Improvement Strategy
- Strategic Priorities Statement 2011/2012 which sets out the priorities for 16-19 learning (and up to 25 for learners with learning difficulties and disabilities.)
- Raising of the Participation Age plan
- Education Transport Policy
- Wiltshire Work and Skills Plan
- Employment and Skills Strategy for Wiltshire
- Action for Wiltshire

Plans for specific services and groups of children and young people

- Young people's substance misuse treatment plan
- Teenage Pregnancy Strategy
- Wiltshire Youth Offending Service – Youth Justice Plan 2010/2012
- Children in Care Commissioning Strategy which includes accommodation strategy for vulnerable 16-24 year olds
- Reducing child poverty strategy
- Hidden Harm strategy
- Carers Strategy which includes young carers
- Plans for delivering the Healthy Child Programme and the School Nursing Core Programme
- Special Educational Needs strategy

Other plans and strategies for children and young people of all ages

- Family and Parenting Support Commissioning Strategy
- Emotional well being and mental health commissioning strategy.

Plans and strategies for all ages which impact on the 11 to 19 age range

- Wiltshire Local Transport Plan 2011-2026 and the Public Transport Strategy
- Wiltshire Housing Strategy
- Homes 4 Wiltshire Policy
- Domestic Violence strategy
- Wiltshire Community Safety themed strategies including Violence Reduction, Alcohol Harm Reduction and Domestic Assault Reduction
- Wiltshire Volunteering Strategy and Action Plan

In addition other agencies and services will have their own specific strategies and plans.

The list of strategies above demonstrates the importance of having an overarching strategy which provides a framework for all work for 11 to 19 year olds. This will ensure a clear focus on priorities with no overlap and duplication.

Action 2: To link actions noted in the strategies and plans listed in section 2.3 with the commissioning priorities noted in section 6 below. This will ensure clarity and avoid overlaps and duplication.

2.4 Developing the 11 to 19 Commissioning Strategy

2.4.1 Key Planning Groups

This strategy has been developed by Wiltshire Children's Trust. Agreement to develop a 13 to 19 commissioning strategy was made at the Children's Trust Executive in July 2010 and endorsed by the 13-19 strategy group in November 2010.

In December 2010 a multi-agency Youth Strategy Group was established with a specific brief to focus on making plans for the future of youth services. Wiltshire Assembly of Youth (WAY) was represented on the group. It was agreed that the work on youth services would be undertaken as part of the 13-19 commissioning strategy.

2.4.2 Informing the Draft Strategy

Three consultation events informed the content of the draft strategy. The events were as follows:

- 33 staff from a wide range of agencies and services working with young people considered the scope of the draft commissioning strategy, analysed the current position and considered the design of future services.
- 38 young people gave their view on their local area, the type and quality of services available and took part in an exercise on planning youth services.
- 29 staff from the Youth Development Service staff analysed current youth services provision and considered future plans.

The March meeting of the Wiltshire Youth Services Council also focused on the draft commissioning strategy providing feedback on what is working well and what needs changing.

2.4.3 Consultation on the Draft Strategy

Formal consultation on the draft took place from 13th May to 5th August.

746 young people were involved. 598 young people took part in 29 focus groups. Focus groups took place in all community areas. 148 young people responded to a Snap Survey. A summary of young people's involvement is included in the table below. A report on Young People's Consultation Responses is available.

Summary of Young People's Involvement in the Consultation on the Draft

Participants	Total Number	Male	Female	Disabled Young People	Young people from BME communities	Average Age
Focus group	598	312	286	26	15	14.53
Connexions SNAP & Survey	148	76	72	23	3*	14.89**
Total	746	388	358	49	18	14.71

* SNAP survey only. ** Estimate as not all age categories were included in Connexions survey.

A total of 227 staff who work with young people took part in 6 events. Separate reports are available on the feedback provided at each event.

In addition the draft commissioning strategy was discussed at Area Boards. The majority of Area Boards included the strategy as an agenda item. Two Boards held special meetings to discuss the strategy.

A Rapid Scrutiny Meeting took place and the strategy was an agenda item on the Children's Services Select Committee July agenda.

Finally, 32 written responses to the consultation were received. A document which includes all written responses is available. (Please note this document contains 82 pages.)

2.5 Equalities Impact Assessment

We have considered any adverse or positive impact from an equalities perspective and have incorporated the identified issues in the strategy. The action plan will be a live working document and this will provide an opportunity to review progress from an equalities perspective.

3. CONTEXT

3.1 National Context

Key national policy is set out below. This provides the context for services for 11 to 19 year olds.

Open Public Services

The White Paper Open Public Services outlines plans for modernising public services based on 5 key principles:

- Choice – wherever possible choice will be increased
- Decentralisation – to the lowest appropriate level
- Diversity – to a range of providers
- Fairness – fair access
- Accountability – to users and taxpayers

Developing Local Services

Central Government is giving local councils and neighbourhoods more power to take decisions and shape their local areas.

A National Citizen Service (NCS) which aims to encourage young people to become more engaged with their communities is being established. NCS is a voluntary eight-week summer programme for 16-year-olds.

Education and training

- The Education Bill includes a focus on:
 - Enhancing the strategic role of Councils as champions of children and parents and educational excellence.
 - Challenging every school to do their best for their population.
 - More academies and free schools.
 - Acting early when there are concerns.
 - Brokerage of school-to-school support and trading improvement services.
 - Support for vulnerable children and young people.
- The Wolf Report reviewed vocational education. The initial government response focuses on three key themes:
 - Ensuring that all young people study and achieve in English and mathematics, ideally achieving GCSE A*-C by the age of 19.
 - Remove perverse incentives which have devalued vocational education.
 - Looking at the experience of other countries on apprenticeships.
- Raising the participation age to 18 by 2015.
- The change from Education Maintenance Allowance to the 16 to 19 Bursary fund which will provide support to the 12,000 most vulnerable 16 to 19 year olds.

Information advice and guidance

- A new National Careers service is being established from September 2011 with full implementation from April 2012.
- As a result of the current Education Bill schools will become responsible for meeting the career advice and guidance needs of their students including a duty to provide access to impartial sources of information and advice. This will be applicable to all schools, including special schools and to academies. Initially this duty will apply to year 9-11 students, although a consultation is planned regarding extension to encompass years 8 to 13.
- The requirement of the 2008 Act that local authorities “make available to young people and relevant adults services to encourage, enable or assist their effective participation in education and training” should be applied but on a targeted rather than universal basis. This will include:
 - Targeted support, including advice and guidance, for young people (including adults up to 25 with learning difficulties).
 - Support for vulnerable young people to ensure participation and progression in order to avoid them becoming NEET ie. not in education, employment or training.
- There will no longer be a requirement for local authorities to provide universal information advice and guidance/career advice services to young people

Health developments

- Changes to the National Health Service being made through the Health and Social Care Bill.
- Implementation of the Healthy Child Programme.
- Making health services young people friendly through the You’re Welcome quality standard.

Other key national policy initiatives

- The development of a national Youth Policy
- The Munro independent review into child protection which includes a recommendation on securing sufficient provision of “early help” services.
- The 2 reports from Graham Allen on Early Intervention: next steps and Early Intervention: Smart investment, massive savings.
- A New Approach to Child Poverty: Tackling the causes of disadvantage and transforming families’ lives.

The implication of Support and Aspiration - a Green Paper consulting on a new approach to special educational needs and disability is being considered as part of Wiltshire Council’s corporate review of disabilities service.

3.2 The Local Context

3.2.1 Local Vision and Priorities

The Wiltshire community plan for 2011-2026 – People, places and promises - outlines the 15 year vision, priorities and the objectives for making change happen in Wiltshire.

“The vision for Wiltshire is to build stronger and more resilient communities, and greater localism lies at the heart of this. We want to encourage and support local communities to take the initiative to strengthen their ability to deal with local challenges and issues in creative ways which are individual to them.”

To help build and protect resilient communities the Wiltshire Assembly, which brings together all the key agencies and partners working in Wiltshire, has identified three priorities:

- Creating an economy that is fit for the future
- Reducing disadvantage and inequalities
- Tackling climate change

The Council’s four year Business Plan is consistent with the vision and priorities outlined in the community plan. It notes the following intentions:

- Our biggest shift will be developing our work with communities to make them more self sufficient and less reliant on our services.
- Plans to realign resources to “protect our most vulnerable citizens by investing in their services”.

The commissioning priorities outlined in section 6 link to the priorities and plans outlined in the Wiltshire Community Plan and the Council’s Business Plan.

The Council is committed to promoting thriving community and voluntary organisations within Wiltshire. The Wiltshire Compact underpins this commitment. It sets out an agreement between local public sector bodies and voluntary and community organisations to support and improve partnership working between the sectors. This strategy is consistent with the Wiltshire Compact. Voluntary sector agencies have been fully involved in developing the strategy and will continue to be involved in implementation.

3.2.2 Localism in Wiltshire

The Council is planning to deliver some local services in each community area through a campus model.

A campus is a building or collection of buildings, in a community area that brings together local services in easy to access locations. This will include services

provided by the Council and could also include services from other public sector providers and voluntary sector agencies.

Initial campus proposals are being developed across the county, with Corsham, Melksham and Salisbury leading the way. The first Campus is due to open in 2014.

Campus developments will have an impact on services for the 11 to 19 age range and the implementation plan for this strategy will include maintaining strong links with the campus roll-out plans.

3.2.3 Vision for 11 to 19 year olds

The draft Children and Young People's Plan 2012-15 sets out the vision for children and young people in Wiltshire as follows:

"To improve outcomes for children and young people in Wiltshire, promote safeguarding, reduce the effects of child poverty and enable resilient individuals, families and communities.

The draft commissioning strategy asked for views on a specific vision for the 11 to 19 age range.

The feedback indicated that Wiltshire would be a good place for 11 to 19 year olds if young people had the following:

- Places to go and things to do and transport to get you where you wanted to go.
- A say in things and being able to influence decisions.
- Opportunities to get involved with the local community.
- Recognition by local communities of the positive contributions made by young people.
- Support to do well in school and to fulfil their potential.
- The chance to learn skills and develop interests and hobbies.
- Access to information and advice if this is needed.
- After completing their education being able to get a job and to buy or rent a house
- Support to develop range of life skills to cope with the challenges of adult life
- Feeling safe and happy.

This was summarised in one consultation response as:

"Happy and healthy young people who have the skills, knowledge and qualifications to ensure the transition to work and adulthood is as smooth as possible."

3.2.4 Values

The values which underpin the 11 to 19 Commissioning Strategy and all work with the 11 to 19 age range are as follows:

- Providing flexible services available at times and places which suit young people.
- Ensuring the participation and involvement of young people.
- Promoting resilient communities, families and individuals.
- Responding early when issues or problems first arise.
- Supporting young people through key transitions in their lives.
- Recognising that some young people are harder to reach and using techniques and methods to engage them.
- Ensuring services make a difference and improve outcomes.
- Understanding everyone's needs taking account of equalities and diversity issues.
- Working in partnership and taking a co-ordinated approach to achieve better value and better outcomes.
- Ensuring all staff understand the needs of 11 to 19 year olds and are appropriately trained.

These values should underpin all services for 11 to 19 year olds.

Action 3: To publicise and encourage all agencies providing services for 11 to 19 to sign-up to the values outlined in section 3.2.4.

4. INFORMATION ON NEEDS AND PERFORMANCE

4. NEEDS ASSESSMENT

4.1 The Joint Strategic Needs Analysis

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

A specific needs analysis relating to children and young people is produced annually. Information included below has been taken from the 2011 analysis.

4.2 Number of 11 to 19 year olds in Wiltshire

The tables below provide information on the 11-19 population and 13-19 population by community area.

Community Area	11-19 Population	13-19 Population
Amesbury	4,380	3,480
Bradford on Avon	1,890	1,510
Calne	2,930	2,280
Chippenham	5,750	4,530
Corsham	2,350	1,870
Devizes	3,800	3,030
Malmesbury	2,300	1,860
Marlborough	3,130	2,580
Melksham	3,370	2,570
Mere	500	390
Pewsey	1,620	1,280
Salisbury	4,340	3,370
Southern Wiltshire	2,290	1,820
Tidworth	2,040	1,680
Tisbury	850	660
Trowbridge	4,920	3,790
Warminster	3,080	2,460
Westbury	2,140	1,650
Wilton	910	710
Wootton Bassett & Cricklade	3,490	2,740
Total	56,080	44,260

Wiltshire 2011 mid-year population estimates. Figures rounded to the nearest 10 persons.

4.3 Local Deprivation and Super Output Areas (SOAs)

England is divided into 32,482 Super Output Areas. (SOAs) Super Output areas are geographical areas of similar size. Each Super Output Area contains about 1,500 households.

The data from each Super Output Area is gathered to compile the Index of Multiple Deprivation under a number of domains including income, employment, health deprivation and disability, education, skills and training, barriers to housing and services, crime and living environment.

The scores for each domain are weighted to provide a combined score. This index was last updated in 2010. The top 10 SOAs in Wiltshire are as follows:

1. Salisbury St Martin - central
2. Trowbridge Adcroft - Seymour
3. Trowbridge John of Gaunt – Studley Green
4. Salisbury Bemerton – west
5. Salisbury Bemerton - south
6. Calne Abberd - south
7. Melksham North – north east
8. Chippenham Queens - east
9. Trowbridge Drynham - Lower Studley
10. Westbury Ham – west

4.3 Child Poverty

Poverty has a huge impact on family life. The Reducing Child Poverty Strategy notes the 10 local Super Output Areas as at 2008 with the highest percentage of children in poverty in Wiltshire as follows.

1	Melksham North - north east	6.	Wootton Bassett North - central
2	Trowbridge John of Gaunt - Studley Green	7.	Salisbury Bemerton - south
3	Salisbury St Martin - central	8.	Salisbury Bemerton - west
4	Chippenham Hill Rise - north west	9.	Chippenham Queens - east
5	Trowbridge Drynham - Lower Studley	10	Trowbridge Adcroft- Seymour

The 2 shaded areas are included in the top 10 with the highest percentage of children in poverty but not in the top 10 most deprived area noted in 3.2.

4.4 Service Families

Wiltshire has a significant proportion of children and young people with parents employed in the armed forces. This brings with it the challenges of turbulence and disruption to family life and learning due to children moving schools as their parents are posted to different locations and the anxiety felt whilst parents are away on active duty.

	Percentage of Service children in Secondary Schools			
Year	2008	2009	2010	2011
Secondary	5.2%	5.5%	5.4%	5.6%

Research and Statistics January School Census 2011

4.5. Attainment and Aspirations

4.5.1 Overall attainment

Attainment at age 16 (key stage 4) has improved over recent years and is in line with national averages although the performance at 5+ A*-C has not improved in relation to statistical neighbours. This is illustrated in the table below.

Outcome	2007	2008	2009	2010	2010 Statistical Neighbour average	2010 Rank against 11 statistical neighbours	2010 England
5+ A* - C	59.6%	64.8%	68.6%	70.9%	73.5%	10%	75.3%
5+ A*-C including English & Mathematics	49.6%	53.2%	55.4%	55.8%	57.4%	8%	53.4%

Source: Department for Education Local Area Interactive Tool (LAIT)

4.5.2 Attainment of children in care

Children in care on average do not do as well as the rest of their peer group. Wiltshire performance is in line with statistical neighbours. This is illustrated in the table below.

NI 101 Children in care for at least one year achieving 5 A*-C GCSEs including English and maths				
	2007 %	2008 %	2009 %	2010 %
Wiltshire	0	11%	14%	18.2%
Statistical neighbours	0	5.2%	15%	11.5%
England	6.9%	8.6%	9.8%	11.6%

Source: Research and Statistics SFR37/2010

4.5.3 The attainment gap

Children who have free school meals often do less well than other children. This is measured as a percentage difference or "gap". The aim is for the gap to reduce. Within Wiltshire the gap has fluctuated up and down over the last 4 years. Over these 4 years the Wiltshire attainment gap average has been above the English average. This is illustrated in the table below.

NI 102B Attainment Gap FSM/non FSM Key GCSE inc English and Maths				
	2007 %	2008 %	2009 %	2010 %
Wiltshire	32%	38%	28%	36%
Statistical Neighbours	32%	33%	32%	33%
England	28%	28%	27%	28%

Source: Research and Statistics SFR37/2010

4.5.4 Aspirations

The results of the 2009 Tellus survey show that young people's aspirations in Wiltshire are similar to young people in other parts of England as noted in the table below.

What do you want to do when you finish Year 11? (Years 8 and 10)	Wiltshire %	England %
Do a course in a school sixth form	30%	23%
Do a course at college or sixth form college	36%	40%
Do an apprenticeship/advanced apprenticeship	5%	5%
Get a job with training (full or part-time)	9%	11%
Get a full time job without training	2%	2%
Not sure yet/	18%	19%
Total	100%	100%

Source: Tellus survey 2009

4.6 Vulnerable Young People

4.6.1 Participation in education, employment and training

The proportion of young people not in education, employment or training (NEET) is better than the national average but not as good as comparator areas. The 2010/11 6.8% NEET figure equates to 765 young people.

% 16-18 year olds not in education, employment or training (NI117)				
	2007/8	2008/9	2009/10	2010/11
Wiltshire	5.8%	6.3%	6.1%	6.8%
Statistical Neighbours	5.0%	5.5%	5.6%	
England	6.7%	6.9%	6.4%	6.0%

Source: NI and Connexions Partnership Data

The table below which includes data on vulnerable groups not in employment, education or training shows a different picture and remains a challenge.

Unadjusted % NEET	March 2009 %	March 2010 %	March 2011 %
Teenage mothers	68.2%	64.9%	75.5%
Learning Difficulties/Disabilities	13.7%	12.1%	16.3%
Care Leavers	33.3%	26%	20%
BME	6.2%	6%	6.1%

4.6.2 Substance Misuse

The information from the Tellus survey has been used to inform the National Indicator on reducing the proportion of young people frequently using illicit drugs, alcohol or volatile substances. In this respect Wiltshire is doing well against its statistical neighbours average and the England average.

Substance Misuse by young People	2008 %	2009 %
Wiltshire	8.9%	9.6%
Statistical Neighbours	10.0%	10.6%
England	9.3%	9.8%

Source: DCSF LAIT

4.6.3 Teenage pregnancy

Wiltshire has a relatively low rate of teenage pregnancy when compared to the England average as illustrated in the table below.

Rate of conceptions amongst 15–17 year olds per 1,000 girls	2004	2005	2006	2007	2008	2009
Wiltshire	27	26	31	32	30.3	29.7
Similar Authorities	31	30	30	30	29.7	27.9
England	42	41	40	42	40.4	38.2

Source: DCSF LAIT

4.6.4 Youth offending

Youth offending in Wiltshire is relatively low, first time entrants have decreased in the last year and Wiltshire's profile is relatively good across most indicators.

Number of First Time Entrants to the Youth Justice System in Wiltshire				
	April – June	July – Sept	Oct – Dec	Jan – March
2010/11	79	77	76	59
2009/10	167	164	119	122
2008/09	128	128	127	80

4.6.5 11+ children in need, with a Child Protection Plan, in care and Care leavers.

As at 31 March there were 590 young people aged 11+ identified as a “child in need” and 40 aged 11+ with a child protection plan. There were 204 young people aged 11+ in care and 185 young people receiving aftercare services.

4.7 Participation in Positive Activities

The information from respondents to the Tellus survey informed the National Indicator 110 on young people’s participation in positive activities. Wiltshire is performing better than statistical neighbours and the English average.

Young People’s participation in Positive Activities	2009 %
Wiltshire	72.6%
Statistical neighbours	69.8%
England	65.8%

Source: DCSF LAIT 110

Over 32,000 votes were cast in Wiltshire for the 2010 United Kingdom Youth. This was the highest vote rate in the South West.

4.9 Transport

- Transport continues to be considered a problem by young people in Wiltshire, particularly in the evenings.
- The Tomorrow’s Voice survey in Winter 2006/07 found that walking, or a parent or relative providing a lift were the most common ways for young people to get to activities.
- 25% of respondents said there was somewhere they would like to get to but couldn’t because of not having access to transport. The most common place these respondents wanted to get to is a friend’s house (28%), followed by the cinema (19%). The respondents want to go to a variety of locations with Swindon and Bath being the most popular.

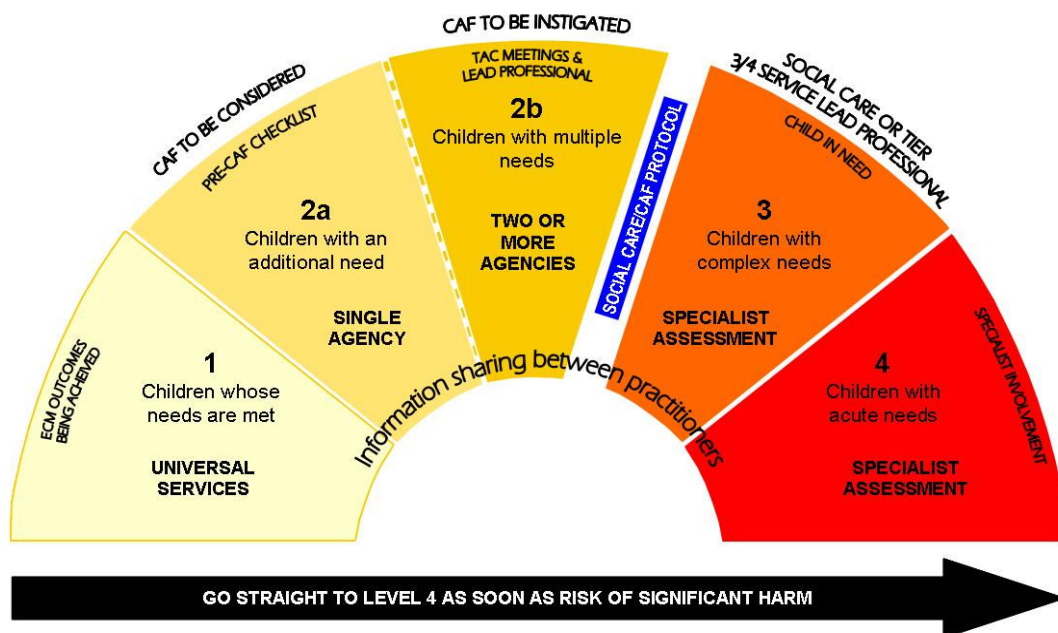
Action 4: To review existing performance reports to ensure that these can be used to assess progress with implementing the 11 to 19 commissioning strategy and with improving the outcomes noted in section 6.1. Overall the strategy is aiming for top 25% performance in all key performance indicators, including educational attainment.

5. SERVICE REVIEW

5.1 Different Types of Service

The 11-19 commissioning strategy is seeking to ensure there is a good range of the right type of service which meets young people's needs and improves outcomes. In order to analyse services and use of resources it is useful to have a framework.

A framework for describing and categorising services is described below. The levels referred to in brackets correspond to the levels of need included in the multi-agency thresholds document issued in July 2011 and illustrated in the diagram below:



It is important to ensure that there is a good range of services across these levels. In particular, even with resource and cost pressures, it will be important to retain sufficient levels of investment in targeted level 2a and 2b services.

Universal Services (Level 1)

- Available to all young people aged 11 to 19 years.
- Young people may have some concerns or worries. Universal services would be expected to deal with these everyday concerns and worries

Targeted Services (Level 2a and b)

Within targeted services there is a wide level of need.

Lower level targeted support (2a)

- Young people have concerns or problems which will be addressed by some specific focused and short term support.
- National research has indicated that at some point in their teenage years roughly 25% of young people will need some support.

Higher level targeted support (2b)

- Young people have a number of concerns or problems which cannot be addressed in the short or medium term.
- Young people are engaged in activities which are risky and might do them some harm in the longer term. This is past the early intervention stage although services will be trying to prevent drift into crime, serious substance misuse, self harming behaviour, becoming a “child in need” or coming into the care system. This work is likely to involve a number of services and agencies.
- The numbers requiring higher level targeted support will depend on a number of factors including the success of early intervention services.

Specialist Services (Level 3 and 4)

- Young people are considered to be at risk of serious harm.
- Young people are involved in criminal activities.
- Young people are not able to live with their families.

5.2 Wiltshire Council Financial Position for Children and Young People’s Services

Within the Department for Children and Education savings have been identified for the period covered by the Council’s business and financial plan. This includes savings on:

- Management costs
- Procurement
- Improving value for money
- Service transformation.

The total savings to be made in 2011/12 from the Department for Children and Education budget is £6,089,000. The Council’s Financial Plan for 2012-15 outlines an additional including £600,000 from Transformation of Youth Work Services and £417,000 from Information Advice and Guidance.

5.3 Wiltshire Council expenditure on 11-19 year olds

The table below is an **estimate** of Council (Department for Children and Education) expenditure on services for 11 to 19 year olds including the budgets delegated to schools. This is based on assumptions relating to the 11 to 19 age range as a proportion of the total 0 to 10 population or total pupil numbers. Detailed activity data which can be used to allocate actual expenditure on the 11 to 19 age range is not readily available in all cases.

Service Area	Gross Expenditure £m	Designated Schools Grant £m	Other Grants £m	Other Income £m	Net Expenditure £m	Comments
Schools delegate budget	£136.234	(£120.067)	£16.167			
Targeted schools and learner support	£11.701	(£8.936)		(£.208)	£2.557	Includes service to support young people with special needs
School improvement	£1.287			(£.112)	£1.175	Support for KS4 and School Improvement to Secondary Schools
Integrated youth services	£7.009			(1.394)	£5.615	
Children's social care	£14.584			£.454	£14.129	Allocated pro- rota 11 to 19 year olds
	£170.816	£129.003	£16.167	£2.169	£23.476	

5.4 Service and Financial Analysis

Action 5: Section 5.3 above outlines Council (department for Children and Education) expenditure on services for 11 to 19 year olds. Further work will be undertaken on identifying expenditure by other Council Departments/other agencies and on mapping services and expenditure according to the framework noted in section 5.1 above. The service mapping will attempt to include services which are funded from other sources than the council.

6. STRATEGIC COMMISSIONING PRIORITIES

6.1 Improving key outcomes

The Government has been consulting on a Public Health Outcomes Framework. The consultation document included a number of indicators which relate to the 13-19 age range. These are listed below:

- Rate of young people not in education, employment or training at 16 and 18 years of age
- Truancy rate
- First time entrants to the youth justice system
- Hospital admissions caused by unintentional and deliberate injuries to 5 to 18 year olds
- Under18 conception rate
- Chlamydia diagnosis rates per 100,000 young adults aged 15-24

In addition there are a number of outcome indicators which relate to the 13 to 19 age range which have been prioritised in other plans and strategies including:

- Narrowing attainment gaps for vulnerable groups of young people
- Increasing percentage of young people achieving 5A*-C at GCSE including English and Maths
- Increasing the percentage of care leavers in suitable accommodation
- Rate and number of unemployed 16 to 19 year olds

Consultation responses noted other key indicators

- School exclusions
- Numbers on a limited timetable
- Numbers volunteering
- Achieving accreditation outside school
- Young people homeless aged 16 to 19
- Percentage of young people engaged in some form of organised activity
- Numbers misusing substances
- Raised self esteem
- Satisfaction with services

Action 6: When the Public Health outcome indicators have been finalised to review the existing set of indicators to ensure these include outcomes indicators for monitoring the 11 to 19 commissioning strategy. The outcome indicators should link to the commissioning priorities. It is important to note:

- Where-ever possible indicators to be framed as positives.
- To consider some qualitative indicators which can be measured via surveys such as the Tell Us survey or via “customer feedback” surveys on services.

6.2 The 7 Commissioning Priorities

Seven commissioning priorities are noted in the table below.

11 to 19 Strategic Commissioning Priorities	
CP1	Supporting young people to move into employment and training.
CP2	Improving educational attainment. <i>(These were the top 2 commissioning priorities selected by young people)</i>
CP3	Increasing the availability of affordable housing.
CP4	Exploring options to improve transport for young people.
CP5	Increasing the involvement of young people in the commissioning process.
CP6	Encouraging and increasing volunteering opportunities for young people.
CP7	Improving integrated youth services

6.3 Developing Implementation Plans

6.3.1 Co-ordinating existing plans

A number of existing strategies and plans relate to CP 1, 2, 3 and 4. The 11 to 19 commissioning strategy is seeking to ensure that plans relating to these priorities are well co-ordinated and address the key issues raised during the consultation process.

Action 7: The Children's Trust Executive to receive reports on the following commissioning priorities.

- CP1 Supporting young people to move into employment and training.
- CP2 Improving educational attainment.
- CP3 Increasing the availability of affordable housing.
- CP4 Exploring options to improve transport for young people.

Reports will bring together the key issues and actions planned. These will build on existing implementation plans.

Issues highlighted during the consultation include the following:

CP1 Supporting young people to move into employment and training

- Young people highlighted the need to increasing local job opportunities including the availability of Saturday jobs and more apprenticeships.
- Reducing the number of young people not in education, training and employment.
- Implications of raising the age for participation in education.
- Addressing the recommendations outlined in the Wolf report

CP2 Improving educational attainment.

- Young people highlighter the quality of teaching, more variety of lessons and more choice of subject at GCSE and A level.
- Within the context of overall improvement narrowing the attainment gap.
- Review of the Young People’s Support Service.

CP3 Increasing the availability of affordable housing.

- Young people highlighted support for young people leaving home, short terms housing options and affordable housing in rural areas
- Ensuring a range of accommodation options for vulnerable young people including care

CP4 Exploring options to improve transport for young people.

- Young people were took part in a transport conference in 2010. This highlighted the key transport issues from young peoples’ point of view. These will inform the development of the implementation plan

6.3.2 Increasing the involvement of young people in the commissioning process.

Young people in Wiltshire are keen to be involved in decision making and in giving feedback on services. Further work will take place with young people on the commissioning process and how young people could be further involved. In summary the commissioning process involves the following stages and young people have a role to play in each stage.

- Understanding the current position. This includes giving feedback on existing services.
- Planning. This includes developing ideas for re-shaping existing services or designing new services.
- Procuring services. This includes developing service specifications for Council services and/or for services purchased or provided by other agencies.
- Monitoring services. This includes using a range of methods and techniques to monitor performance and review services.

Action 8: The Voice and Influence Team to work with young people to develop plans for increasing the involvement of young people in the commissioning process.

6.3.3 Encouraging and increasing volunteering opportunities for young people.

Action 9: The Council has produced a Volunteering Strategy and Action Plan. Links will be made with the Volunteering Reference Group in order to clarify plans for encouraging and increasing volunteering opportunities for young people. The Children’s Trust Executive is keen to identify where it can support and add value to the work being undertaken.

6.3.3 Improving integrated youth services

Consultation Feedback

The draft commissioning strategy outlined 4 suggestions for reshaping the Youth Development Service and making the savings outlined in the Council's Business Plan. In summary the consultation responses demonstrated that:

- Having localised services is popular.
- A number of respondents wanted a mix and match approach as they liked parts of suggestions 2, 3 and 4.
- We should maximise partnerships working with voluntary and community organisations and avoid overlap and duplication.
- Given a choice of retaining dedicated youth centres or paid youth workers, young people chose paid youth workers.

The Wiltshire Youth Offer

The Wiltshire Youth Work Offer takes account of the consultation on the 4 youth work suggestions and of the wider consultation on the commissioning strategy.

The Wiltshire Youth Work Offer will build on existing good practice in setting out clearly the services available to our population (particularly Wiltshire's nationally recognised Local Offer on Short Breaks for disabled children and their families). It will comprise local open access youth work which will be sustained in the long term through stronger more co-ordinated partnerships and more use of volunteers. In addition, there will be more emphasis on one to one work with vulnerable young people. The Council's youth work offer will be provided by the Integrated Youth Service. The key features of the youth work offer are:

- Open Access Youth Work
- Higher level targeted youth work support
- Better co-ordination of positive activities for young people in local areas
- Stronger partnerships with the voluntary and community sector
- Increased use of volunteers

These are described below.

Open Access Youth Work

The Council will continue to fund open access youth work for the 13 to 19 age range in each of the 18 community areas. This funding will reduce in 2012/13 but this does not necessarily mean that local youth centre opening hours will reduce. More volunteers could be recruited to assist with running youth work sessions and/or local communities might fund raiser to maintain or increase the youth work provision available, for example, through seeking sponsorship from local businesses.

Higher level targeted youth work support

There will be a move towards focusing more Council resource on one to one work with young who are engaging in risky behaviour. This builds on existing good practice already taking place within the Youth Development Service. The Youth Development Service Team Leaders, who are the most senior qualified youth workers, will be based in the multi-disciplinary teams within the Integrated Youth Service.

Better co-ordination of positive activities for young people in local areas

Youth Advisory Groups will be set up in each local area, linked to Area Boards. Each Youth Advisory Group will be chaired by a young person under 25 and over 50% of members will be under 19 years of age. The Advisory Group will plan and shape local services, making sure local young people know what is available and encouraging partnerships which avoid overlaps and fill gaps. Mechanisms will be established to ensure knowledge and ideas are shared between Youth Advisory Groups.

Stronger partnerships with the voluntary and community sector

Over time, and through closer partnership working with the voluntary and community sector, it is anticipated that there will be more diversity of provision with some local youth work provision run by the council and some by other organisations. The local Youth Work Offer will provide a framework for a consistent approach across Wiltshire whilst taking account of local circumstances.

Increased use of volunteers

Youth Advisory Group will be asked to develop ideas for encouraging volunteers to get involved with youth services and with youth work provided in Council funded youth centres. This will need to be linked in with Council-wide initiatives to increase the involvement of volunteers in running services.

Action: The following action is required to ensure that the new local Youth Work Offer is in place from 1st April 2012:

- A review of the role of Team Leaders and Youth Development Co-ordinators within the Youth Development Service.
- Establishing Youth Advisory Groups with standard Terms of Reference in each of the 18 Community Areas, led by young people.
- Developing a service specification which includes core standards and outcomes required for delivery of the local Youth Work Offer.
- Developing closer working partnerships with existing VCS organisations.
- Establishing a 'bank' of volunteers to be involved in running open access youth work.

- The work on the Integrated Youth Service noted as a priority in section 15 above and the development of the Wiltshire Youth Work Offer will be aligned and managed through the same process.
- The service specification noted above will set a framework and standards for the Integrated Youth Service as a whole including the Wiltshire Youth Work Offer.

- An Implementation Group will be established which will include young people and Integrated Youth Service staff.
- The Implementation Group will consider specific feedback from the consultation event for Connexions staff and on the consultation question on information advice and guidance.
- Savings will be achieved as outlined in the report on the 11 to 19 Commissioning Strategy approved by Wiltshire Council Cabinet in September 2011.

SECTION 7 INITIAL ACTIONS

Initial actions have been noted in various sections of the strategy. These are summarised below. This will form the initial outline action plan which will be updated and developed as the work progresses.

Action 1: On completion of the corporate review of disabilities include any relevant items in the 11 to 19 commissioning strategy implementation plan.

Action 2: To link actions noted in the strategies and plans listed in section 2.3 with the commissioning priorities noted in section 6 below. This will ensure clarity and avoid overlaps and duplication.

Action 3: To publicise and encourage all agencies providing services for 11 to 19 to sign-up to the values outlined in section 3.2.4.

Action 4: To review existing performance reports to ensure that these can be used to assess progress with implementing the 11 to 19 commissioning strategy and with improving the outcomes noted in section 6.1. Overall the strategy is aiming for top 25% performance in all key performance indicators, including educational attainment.

Action 5: Section 5.3 above outlines Council expenditure on services for 11 to 19 year olds. Further work will be undertaken on identifying expenditure by other agencies and on mapping services and expenditure according to the framework noted in section 5.1 above. The service mapping will attempt to include services which are funded from other sources than the council.

Action 6: When the Public Health outcome indicators have been finalised to review the existing set of indicators to ensure these include outcomes indicators for monitoring the 11 to 19 commissioning strategy. The outcome indicators should link to the commissioning priorities. It is important to note:

- Where-ever possible indicators to be framed as positives.
- To consider some qualitative indicators which can be measured via surveys such as the Tell Us survey or via “customer feedback” surveys on services.

Action 7: The Children’s Trust Executive to receive reports on the following commissioning priorities.

- CP1 Supporting young people to move into employment and training.
- CP2 Improving educational attainment.
- CP3 Increasing the availability of affordable housing.
- CP4 Exploring options to improve transport for young people.

Reports will bring together the key issues and actions planned. These will build on existing implementation plans.

Action 9: The Council has produced a Volunteering Strategy and Action Plan. Links will be made with the Volunteering Reference Group in order to clarify plans for encouraging and increasing volunteering opportunities for young people. The Children's Trust Executive is keen to identify where it can support and add value to the work being undertaken.

Action 10: The following action is required to ensure that the new local Youth Work Offer is in place from 1st April 2012:

- A review of the role of Team Leaders and Youth Development Co-ordinators within the Youth Development Service.
- Establishing Youth Advisory Groups with standard Terms of Reference in each of the 18 Community Areas, led by young people.
- Developing a service specification which includes core standards and outcomes required for delivery of the local Youth Work Offer.
- Developing closer working partnerships with existing VCS organisations.
- Establishing a 'bank' of volunteers to be involved in running open access youth work.

- The work on the Integrated Youth Service noted as a priority in section 15 above and the development of the Wiltshire Youth Work Offer will be aligned and managed through the same process.
- The service specification noted above will set a framework and standards for the Integrated Youth Service as a whole including the Wiltshire Youth Work Offer.
- An Implementation Group will be established which will include young people and Integrated Youth Service staff.
- The Implementation Group will consider specific feedback from the consultation event for Connexions staff and on the consultation question on information advice and guidance.
- Savings will be achieved as outlined in the report on the 11 to 19 Commissioning Strategy approved by Wiltshire Council Cabinet in September 2011.

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Wiltshire Council

Cabinet

13 September 2011

Subject: Annual Governance Statement 2010/11

Cabinet member: Councillor John Brady – Finance, Performance and Risk

Key Decision: No

Executive Summary

To ask Cabinet to consider a draft Annual Governance Statement for 2010/11 for preliminary comment before final approval is sought from the Audit Committee at its meeting on 28 September 2011.

Proposal

Cabinet is asked:

- (a) to consider the draft Annual Governance Statement for 2010/11(AGS) in Appendix 1 and to make any amendments or observations on the content.
- (b) to note that the draft AGS will be revised in the light of any comments Cabinet may wish to make and the ongoing review work by the Assurance Group. It will be reconsidered by the Audit Committee for final approval for publication at the end of September 2011.

Reason for Proposals

To prepare the AGS 2009/10 for publication in accordance with the requirements of the Audit and Accounts Regulations.

Ian Gibbons
Director of Law and Governance

Wiltshire Council

Cabinet

13 September 2011

Subject: Annual Governance Statement 2010/11

Cabinet member: Councillor John Brady – Finance, Performance and Risk

Key Decision: No

Purpose of the report

1. To ask Cabinet to consider a draft Annual Governance Statement for 2010/11 for preliminary comment before final approval is sought from the Audit Committee at its meeting on 28 September 2011.

Background

2. The Council is required, as part of its annual review of the effectiveness of its governance arrangements, to produce an Annual Governance Statement (AGS) for 2010/11. This has to be signed by the Leader of the Council and the Chief Executive after final approval by the Audit Committee on 28 September 2011.
3. Based on advice from the Chartered Institute of Public Finance and Accountancy (CIPFA), the AGS should include:
 - an acknowledgement of responsibility for ensuring there is a sound system of governance, incorporating the system of internal control;
 - an indication of the level of assurance that the systems and processes that comprise the Council's governance arrangements can provide;
 - a brief description of the key elements of the governance framework, including reference to group activities where those activities are significant;
 - a brief description of the process that has been applied in maintaining and reviewing the effectiveness of the governance arrangements;
 - an outline of the actions taken, or proposed, to deal with significant governance issues, including an agreed action plan.

4. The AGS for Wiltshire Council should demonstrate how the Council is meeting the six principles of good governance adopted in its Code of Corporate Governance. These principles are:
 - focusing on the purpose of the council and on outcomes for the community and creating and implementing a vision for the local area;
 - councillors and officers working together to achieve a common purpose with clearly defined functions and roles;
 - promoting values for the council and demonstrating the values of good governance through upholding high standards of conduct and behaviour;
 - taking informal and transparent decisions which are subject to effective scrutiny and managing risk;
 - developing the capacity and capability of councillors and officers to be effective;
 - engaging with local people and other stakeholders to ensure robust accountability.
5. The AGS is primarily retrospective. It reports on the assurance framework and measures in place for the financial year 2010/11, but must take account of any significant issues of governance up to the date of completion on 28 September. The AGS should outline the actions taken or proposed to address any significant governance issues identified.
6. The AGS is drafted by members of the Assurance Group, which comprises senior officers who have lead roles in corporate governance and member representatives from the Audit Committee and the Standards Committee.
7. The evidence for the AGS comes from three primary sources - an assurance framework, based on the Use of Resources assessment documents, directors' assurance statements, and from relevant lead officers within the organisation.

Draft AGS - Content

8. A copy of the draft AGS for 2010/11 is attached at Appendix 1.
9. The draft reflects the elements described in paragraph 3 of this report and has regard to revised guidance from CIPFA. The draft is based on work undertaken to date and will be revised in the light of further reviewing of assurance sources by the Assurance Group and any observations of Cabinet.

10. A first draft of the AGS was considered by the Audit Committee on 29th June 2011 and by the Standards Committee on 20th July 2011. Relevant extracts from the minutes of these meetings are attached at Appendix 2. The AGS has been revised to reflect the comments of both committees. A draft of the AGS has also been submitted to the Council's external auditors, KPMG who have also had the opportunity to comment. Consequential amendments to the AGS have been made.
11. Section C of the AGS describes the Council's governance framework for the relevant period, namely April 2010 to date. The final version will need to reflect the position up to the date of approval and signature in September 2011.
12. Section D provides a review of the effectiveness of the Council's governance framework. This section has been structured to reflect the key governance principles set out in the Council's Code of Corporate Governance.
13. The Assurance Group is obtaining assurance statements from directors in relation to their services. These will be reviewed over the summer period and any issues which impact upon the Council's governance arrangements will be included in a further revision of the draft and highlighted at the next meeting.
14. Section E of the draft AGS requires the Council to identify any significant internal control issues affecting the Council during the relevant period. i.e. the financial year 2010/11 through to the date of publication of the AGS at the end of September 2011.
15. CIPFA guidance suggests that an internal control issue is to be regarded as significant if:
 - the issue has seriously prejudiced or prevented achievement of a principal objective;
 - the issue has resulted in a need to seek additional funding to allow it to be resolved, or has resulted in significant diversion of resources from another aspect of the business;
 - the issue has led to a material impact on the accounts;
 - the audit committee, or equivalent, has advised that it should be considered significant for this purpose;
 - the Head of Internal Audit has reported on it as significant, for this purpose, in the annual opinion on the internal control environment;
 - the issue, or its impact, has attracted significant public interest or has seriously damaged the reputation of the organisation;

- the issue has resulted in formal action being taken by the Chief Financial Officer and/or the Monitoring Officer.
16. At this stage the following have been identified as potential significant governance issues in view of their size, complexity and/or impact on the delivery of the Council's services and priorities:
- SAP Financial Systems
 - Housing Landlord Service Improvement Plan
 - Implementation of the Transformation Programme
 - Managing Significant Reductions in Government Funding and Changes in Legislation
 - Governance Arrangements for Dealing with Complaints Involving Third Parties
17. Any further significant governance issues that are identified will be reported to the meeting of Audit Committee in September for final consideration and approval.

Financial implications

18. There are no financial implications arising directly from the issues covered in this report.

Risk Assessment

19. The production of the AGS is a statutory requirement. Ongoing review of the effectiveness of the Council's governance arrangements is an important part of the Council's risk management strategy.

Environmental Impact

20. There is no environmental impact arising from the proposals in this report.

Equality and Diversity Impact

21. There are no equality and diversity issues arising from this report.

Ian Gibbons
Director of Law and Governance

Report Author: Nina Wilton, Head of Governance

Unpublished documents relied upon in the production of this report:

The CIPFA Finance Advisory Network - The Annual Governance Statement

Appendices

Appendix 1 – draft Annual Governance Statement

Appendix 2 – relevant extracts from the minutes of Audit and Standards Committees

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Annual Governance Statement

2010-11

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Contents

Page(s)

Section A

Scope of Responsibility

Section B

The Purpose of the Governance Framework

Section C

The Governance Framework

Purpose and Planning

Policy and Decision-Making Framework

Wiltshire Pension Fund

Regulation of Business

Management of Resources, Performance and Risk

Internal Audit

External Audit and Inspections

Directors' Assurance Statements

Monitoring Officer

Section D

Review of Effectiveness

Focus on the purpose of the authority and on outcomes for the community, creating and implementing a vision for the local area

Engaging with local people and other stakeholders to ensure robust public accountability

Ensuring that members and officers work together to achieve a common purpose with clearly defined functions and roles

Promoting high standards of conduct and behaviour, and establishing and articulating the authority's values to members, staff, the public and other stakeholders

Taking informed, risk based and transparent decisions which are subject to effective scrutiny

Developing the capacity of members and officers to be effective in their roles

Section E

Significant Governance Issues

A. Scope of Responsibility

1. Wiltshire Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. We also have a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
2. In discharging this overall responsibility, the Council is also responsible for putting in place proper arrangements for the governance of its affairs, including the management of risk, and facilitating the effective exercise of its functions.

B. The Purpose of the Governance Framework

3. The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled and the activities through which the Council accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.
4. The assurance framework and the system of internal control are significant parts of that framework. They are designed to manage risk to a reasonable level. They cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The assurance framework and the system of internal control are based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The assurance framework also provides a mechanism for monitoring and implementing a system of continuous governance improvement.
5. The governance framework has been in place at the Council for the year ended 31 March 2011 and up to the date of approval of the statement of accounts for 2010/11.

C. The Governance Framework

6. The Council's governance framework comprises a broad range of strategic and operational controls, which work together to ensure the sound running and well being of the Council. The key elements are summarised below.
7. Documents referred to are available from the Council or may be viewed on the Council's website (www.wiltshire.gov.uk).

Purpose and Planning

8. The Council's vision and goals are set out in its 4 year Business Plan, which was adopted by the Council on 22 February 2011. The Council's vision is to create stronger and more resilient communities and in support of this it has the following goals:
 - provide high quality, low cost customer focused services;
 - ensure local, open and honest decision making;
 - working with our partners to support Wiltshire's communities.
9. The Business Plan is supported by a Financial Plan, which demonstrates how it will be funded. The management of the Council's strategic risks helps achieve the Council's objectives.

Policy and Decision-Making Framework

10. The Council's Constitution provides the framework within which the Council operates. It sets out how decisions are made and the procedures which must be followed to ensure that these are efficient, effective, transparent and accountable.
11. The Constitution defines the role and responsibilities of the key bodies in the decision-making process - the Council, Cabinet, and Committees, including the Strategic Planning Committee, Area Planning Committees, Licensing Committee, Overview and Scrutiny Select Committees, Standards Committee, Audit Committee, Staffing Policy Committee, Officer Appointments Committee and Area Boards.
12. The Constitution is reviewed regularly by the Monitoring Officer and the Standards Committee to ensure that it remains fit for purpose. The last major review was undertaken during 2010 by the Standards Committee with the assistance of its Constitution Focus Group. Amendments were agreed by the Council and implemented from 1 December 2010.
13. The Leader and Cabinet are responsible for discharging the executive functions of the Council, within the budget and policy framework set by the Council.
14. The Council publishes a Forward Work Plan once a month giving details of all matters anticipated to be considered by the Cabinet over the following 4 months, including items which constitute a key decision.
15. Schemes of Delegation are in place for Cabinet Committees, Cabinet Members and Officers to facilitate efficient decision-making. The Leader has established two Cabinet Committees - the Cabinet Capital Assets Committee and the Cabinet Business Relief Committee.

16. The Council has established 18 area committees known as Area Boards. Each area board exercises local decision making under powers delegated by the Leader.
17. The Overview and Scrutiny arrangements consist of four main select committees covering Organisation and Resources, Children's Services, Environment, and Health and Adult Social Care. The Select Committees have established a number of standing and ad hoc task groups to undertake detailed monitoring and reviews. Rapid scrutiny exercises provide other opportunities when time constraints exist. Scrutiny member representatives can also be appointed to boards of major projects.
18. These arrangements serve to hold the Cabinet, its Committees, individual Cabinet Members and Corporate and Service Directors to public account for their executive policies, decisions and actions.
19. The Standards Committee is responsible for:
- promoting and maintaining high standards of conduct by Members and Officers across the Council;
 - determination of complaints under the Members' Code of Conduct;
 - oversight of the Constitution, complaints in relation to the Council's services, and the whistle blowing policy.

The Standards Committee is chaired by an independent member.

20. The Audit Committee is responsible for:
- monitoring and reviewing the Council's arrangements for corporate governance, risk management and internal control;
 - reviewing the Council's financial management arrangements and approving the annual Statement of Accounts;
 - focusing audit resources;
 - monitoring the effectiveness of the internal and external audit functions;
 - monitoring the implementation of agreed management actions arising from audit reports.

Wiltshire Pension Fund

21. The Wiltshire Pension Fund is overseen by the Wiltshire Pension Fund Committee. This Committee has its delegated power from the full Council, rather than the Executive (Cabinet), so as to avoid any conflict of interest (e.g. in relation to the setting of employer contributions).
22. This Committee is responsible for all aspects of the fund, including:
- the maintenance of the fund;

- preparation and maintenance of policy, including funding and investment policy;
- management and investment of the fund;
- appointment and review of investment managers.

23. The Wiltshire Pension Fund Committee exercises its responsibilities in relation to investment management when it sets investment policy and appoints/monitors external investment managers.

Regulation of Business

24. The Constitution contains detailed rules and procedures which regulate the conduct of the Council's business. These include:

- Council Rules of Procedure
- Budget and Policy Framework Procedure
- Financial Regulations and Procedure Rules
- Contract Regulations
- Members' Code of Conduct
- Officers' Code of Conduct
- Corporate Complaints Procedure

25. The statutory officers - the Head of Paid Service (Chief Executive), the Monitoring Officer (Solicitor to the Council) and the Chief Finance Officer have a key role in monitoring and ensuring compliance with the Council's regulatory framework and the law. The statutory officers are supported in this role by the Council's legal and democratic services, finance, governance and procurement teams and by Internal Audit.

26. The following bodies have an important role in ensuring compliance:

- Audit Committee
- Overview and Scrutiny Committees and Task Groups
- Standards Committee
- Internal Audit
- External Audit and Inspection Agencies.

27. The Council has established a Governance Assurance Group whose membership is composed of senior officers with lead responsibility for key areas of governance and assurance, together with an elected member who is the vice-chair of the Audit Committee, and a member of the Standards Committee. Other officers and members attend by invitation to provide the Group with information about issues on which the steering group is seeking assurance. Officers can also bring any concerns about the Council's governance arrangements forward to the Group for consideration.

29. The Governance Assurance Group meets regularly, and has a forward work plan. It is responsible for gathering evidence for and drafting the Annual Governance Statement. It identifies any potential significant governance issues throughout the year, and oversees the implementation of measures to address these. It has a key role in promoting and supporting sound governance across the organisation.
30. The Group is supported by the Chief Executive, who acts as a link between the Group and the Corporate Leadership Team, ensuring that issues and activities identified by the Group are considered and addressed.

Management of Resources, Performance and Risk

Financial management

31. Financial management and reporting is facilitated by:

- monthly reports to Cabinet on the Council's Revenue Budget and Capital Programme;
- regular review by the Corporate Leadership Team;
- bi-monthly consideration of these reports by the Budget and Performance Task Group;
- budget monitoring by Service Managers;
- compliance with the Council's Budgetary and Policy Framework, Financial Regulations and Financial Procedure Rules;
- compliance with external requirements, standards and guidance;
- publication of Statement of Accounts;
- overseeing role of the Audit Committee.

32. The Council's financial management arrangements are consistent with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government, issued in 2010.

Performance and Risk Management Reporting

33. The Council's Business Plan sets out how the Council will:

- protect our most vulnerable citizens by investing in their services;
- invest in the future of Wiltshire by enhancing key service areas;
- keep the council tax low.
- make savings to cover the cut in government funding and projected investments.

34. It also identifies the benefits and outcomes to be delivered over the next four years. These are supported by corresponding programmes and measures, with clear responsibilities for delivery. A new 'scorecard' approach will be introduced in 2011/12 to report progress on the Business

Plan. This builds on the quarterly progress reports used for the Corporate Plan in 2010/11.

35. The Risk Management Strategy has been reviewed to ensure that risk management arrangements remain appropriate and reflect the Business Plan. The revised strategy strengthens risk management arrangements and complies with good practice so that opportunities and threats are identified and managed to help achieve the Council's priorities.
36. Reports which cover the significant corporate risks are submitted to the Corporate Leadership Team on a quarterly basis and to the Audit Committee six monthly.
37. The Council's Business Continuity Policy provides a framework to maintain and develop business continuity arrangements at both corporate and service levels. It sets out the responsibilities of different management levels and groups as part of this process. Within this framework the Council has a Corporate Business Continuity Plan, which outlines the arrangements that will operate in the event of a major service disruption. Service Business Continuity Plans are being developed in conjunction with the Corporate Business Continuity Plan to address service specific issues and incidents.

Internal Audit

38. The main role of Internal Audit is to provide an independent and objective opinion to the Council on its internal control environment, comprising risk management, control and governance by evaluating its effectiveness in achieving the Council's objectives.
39. Internal Audit has the following additional responsibilities:
 - providing support to the Chief Finance Officer in meeting his responsibilities under Section 151 of the Local Government Act 1972, to make arrangements for the proper administration of the Council's financial affairs;
 - investigating any allegations of fraud, corruption or impropriety;
 - advising on the internal control implications of proposed new systems and procedures.
40. The annual Internal Audit Plan is based on an assessment of risk areas, using the most up to date sources of risk information, in particular the Council's Corporate and Service Risk Registers. The Plan is agreed with Corporate Directors and Service Directors, and presented to the Audit Committee for approval. The Committee receives reports of progress against the plan throughout the year. The Internal Audit Annual Report summarises the results and conclusions of the audit work throughout the year, and provides an audit opinion on the internal control environment for the Council as a whole.

External Audit and Inspections

41. The Council is subject to reviews by external inspection agencies, OFSTED, and the Care Quality Commission (CQC). The results of these inspections are used to help strengthen and improve the Council's internal control environment and help secure continuous improvement.

Directors' Assurance Statements

42. *[This section is to be completed following review of the Directors' Assurance Statements]*

Monitoring Officer

43. The Monitoring Officer has not made any adverse findings in the course of the exercise of his statutory responsibilities. ***(Keep this under review none as yet this year)***

D. Review of Effectiveness

44. The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the executive managers within the Council who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

45. The key principles of corporate governance are set out in the Council's Code of Corporate Governance as follows:

- Focusing on the purpose of the Council and on outcomes for the community, creating and implementing a vision for the local area;
- Engaging with local people and other stakeholders to ensure robust public accountability;
- Ensuring that members and officers work together to achieve a common purpose with clearly defined functions and roles;
- Promoting high standards of conduct and behaviour, and establishing and articulating the Council's values to members, staff, the public and other stakeholders;
- Taking informed, risk based and transparent decisions which are subject to effective scrutiny; and

- Developing the capacity of members and officers to be effective in their roles.

46. The effectiveness of the Council's assurance framework and system of internal control is assessed against these six principles.

Focus on the purpose of the Council and on outcomes for the community, creating and implementing a vision for the local area

48. The Council's vision and goals are set out in its Business Plan 2011-2015. This is consistent with the long term priorities that are set out in the Community Plan 2011-2026.

49. The Community Plan (our sustainable community strategy) was developed with partners during 2010/11 and approved by the Council on 17 May 2011. It gives partner organisations a set of general principles to check their plans against. It has three long term priorities:

- Creating an economy that is fit for the future;
- Reducing disadvantage and inequalities;
- Tackling the causes and effects of climate change.

Engaging with local people and other stakeholders to ensure robust public accountability

50. The Council has taken steps to make its purpose and responsibilities clear to staff and the community it serves. These have included:

- A series of 18 community area seminars during March and April 2011 discussing the Council's approach to localism as set out in the Business Plan, what this means for communities and the role local people can play in the future.
- Regular staff briefings by the Leader and Chief Executive and involvement in the corporate induction process.
- Communication channels, including the Council's website and Intranet, Team Wire and Elected Wire (an on-line briefing for staff and councillors respectively), Your Wiltshire residents magazine, delivered to all households in Wiltshire and providing information about Council services, how to get involved, and information from partner agencies. The Council also arranges face-to-face events, including road shows, area boards, contact centres, customer forums and exhibitions.

51. The ongoing development of area boards has played a key role in ensuring robust public accountability and engagement with more than 7,200 people attending area board meetings. Over 1,000 local issues have been resolved and over £ 750,000 has been allocated to support 250

community projects, generating in excess of £ 3 million of external funding and investment in our communities.

52. The governance arrangements for the area boards is set out in the Council's Constitution and in further detail in the Area Board Handbook.

53. The Leader undertook a review of the operation of area boards in 2010, involving consultation with councillors, parish councillors, officers, partners and the general public. The review highlighted a number of actions to be taken to develop area boards, and in particular to:

- ensure that a representative cross section of the community is engaged at a local level;
- enhance the area boards' decision making role;
- clarify and promote the role of the community area partnerships;
- raise public awareness of the area boards;
- recognise and enhance the role of parishes within the area board framework.

54. A further review is being undertaken during 2011 to assess progress in addressing these issues.

55. Town and Parish Councils have been consulted to determine which functions and responsibilities they would like to have delegated to them and this work continues to be developed. During 2010/11 a number of council assets were transferred to parish councils and other community groups. The Council has adopted a policy for the transfer of assets and continues to keep the governance issues under review.

56. The Council has developed a four year procurement plan that aims to deliver £ 36 million of cashable savings to the Council's revenue budget. The plan is governed by the Corporate Procurement Board, which is chaired by the Director of Resources and has membership from each of the Council's departments at service director level, as well as the Cabinet Member for Procurement.

57. The procurement plan aims to deliver the necessary savings by:

- influencing future spend with our external supplier base;
- negotiating existing arrangements with our key suppliers;
- redesigning and streamlining our procurement processes to make them more efficient;
- developing procurement staff to enable them to deliver the procurement plan.

58. The existing Partnership Protocol and Register has been reviewed and updated to ensure that all partnerships across Wiltshire Council are captured. The revised protocol will ensure that partnerships are

underpinned by good governance and to complement the protocol a new electronic database and supporting guidance have been developed.

Ensuring that members and officers work together to achieve a common purpose with clearly defined functions and roles

59. The Constitution sets out clearly the roles and responsibilities of members and officers in the decision making process. This includes schemes of delegation which were reviewed in 2010 as part of the review of the Constitution.

60. The Council has adopted a Member and Officer Relations Protocol which:

- outlines the essential elements of the relationship between members and officers;
- promotes the highest standards of conduct;
- clarifies roles and responsibilities;
- ensures consistency with the law, codes of conduct and the Council's values and practices; and
- identifies ways of dealing with concerns by members or officers.

Promoting high standards of conduct and behaviour, and establishing and articulating the authority's values to members, staff, the public and other stakeholders

61. All staff are required to meet high standards of ethical conduct under the Officers' Code of Conduct. A revised Code of Conduct for Officers was introduced in May 2010.

62. The Council has a Whistle Blowing Policy and an Anti-Fraud and Corruption Policy which were updated in 2010. It has also introduced an Anti Money Laundering Policy. The Standards Committee receives an annual report on the effectiveness of the whistle blowing policy. The Audit Committee has responsibility for monitoring the implementation of the Anti Fraud and Corruption Policy and Strategy and the Anti Money Laundering Policy.

63. The Council's Governance Team is responsible for customer complaints, access to information legislation, the Code of Conduct for Members, and the promotion of good governance within the Council and with key partners, including the town and parish councils of Wiltshire. This helps to ensure that robust governance arrangements are supported across the Council.

64. The Council is developing a culture that reflects a modern, new organisation that embraces change, treats everybody fairly and values diversity. To this end it has agreed the following core values:

- Placing its customers first;

- Strengthening its communities;
- Adopting a 'can-do' approach in everything it does.

65. The Council's Standards Committee plays an important role in overseeing and promoting ethical governance throughout the Council, and this role is established in the Council's Constitution. Further information on its work is contained in its Annual Report for 2010-11. In particular, the Committee is playing an active role in ensuring that the Council has in place arrangements to promote and maintain high standards of conduct following the proposed abolition of the current statutory standards regime as a result of the Localism Bill.

66. The Standards Committee has maintained oversight of ethical governance, receiving reports on the efficacy of the whistle-blowing procedure, customer complaints procedures, the member's Register of Interests, and a range of other governance matters.

67. The Committee has fulfilled its statutory role by receiving, assessing and determining complaints brought under the Code of Conduct for Members in Wiltshire Councils, and has worked to ensure that the processes that underpin this statutory function are kept under review to ensure that they work effectively.

Internal Audit

68. Internal Audit represents an important element of the Council's internal control environment, and to be effective it must work in accordance with the Code of Practice for Internal Audit in Local Government, which lays down the mandatory professional standards for the internal audit of local authorities. The latest review of Internal Audit by the Council's external auditors, KPMG, confirmed that Internal Audit is meeting the various standards laid down by the Code of Practice.

69. The Internal Audit Annual Report summarises the results and conclusions of the audit work throughout the year, and provides an independent audit opinion on the internal control environment for the Council as a whole.

70. The levels of assurance obtained from the range of audits completed during the year has led Internal Audit to the overall audit opinion that for 2010-11 it is able to give a substantial assurance on the adequacy and effective operation of the Council's overall control environment. This represents an improvement over the previous year, when the audit opinion was one of limited assurance, following the major structural reorganisation of moving from five councils into one.

71. The response of management throughout the Council to the results of audit work has continued to be positive and constructive, and in the main appropriate action is being taken to manage the risks identified in audit

reports. Progress on the implementation of agreed management actions is reported regularly to the Audit Committee.

72. Following a recommendation from the Audit Committee, Internal Audit reports and recommendations for management action are to be received by Cabinet.

External Audit

69. The latest report to those charged with governance, issued by KPMG in respect of Wiltshire Council for 2009/2010, was presented to the Audit Committee in September 2010. The Letter summarised the key issues arising from the audit of Wiltshire Council for the year ended 31 March 2010 and an assessment of the Authority's arrangements to secure value for money in its use of resources.

70. The Letter highlighted the key messages as follows:

- KPMG concluded that "overall, there are sufficient procedures in place for Managing Finances, with significant improvements noted in the financial statements process." However, KPMG highlighted "that improvements could be made in cost/performance benchmarking, fees and charges strategy and debt monitoring."
- KPMG concluded that "The Council continues to actively manage its resources with a significant programme in place to rationalise its assets, but areas of improvement can still be made in workforce planning arrangements and obtaining internal and external feedback on staffing matters. Procedures for Governing the Business remain robust overall, and improvements have been made in Data Security"
- KPMG stated that they "have worked with officers throughout the year to discuss specific risk areas. The Authority addressed the majority of issues appropriately. There were also a couple of areas where the Authority has made significant adjustments to the accounts following further considerations made arising from the audit process."
- An unqualified audit opinion was issued for the 2009/2010 Statement of Accounts. They also reported that the wording of the 2009/2010 Annual Governance Statement accords with their understanding.

Taking informed, risk based and transparent decisions which are subject to effective scrutiny

71. Cabinet Members and Officers exercising delegated powers are required to take decisions in accordance with their respective schemes of delegation. The Leader's protocol for decision-making by Cabinet

Members ensures transparency by requiring publication of the intention to make a decision on 5 clear days' notice and the final decision.

72. Risk assessment forms an integral part of management reporting supporting the decision making process.

73. Work of the Council's Overview and Scrutiny Select Committees, task groups and associated activities have focused on:

- Supporting/challenging the delivery of one council benefits and efficiencies, service redesign, harmonisation and transformation;
- Monitoring the performance of the Council's major service providers including external contractors and partners;
- Reviewing the implementation of major corporate projects;
- Monitoring the Council's (and its statutory partners) performance against targets;
- Engaging in the Council's budget setting process and budget monitoring;
- Engaging in the development of the Council's new (four year) Business Plan;
- Initiating reviews into matters of local concern relating to service delivery and contributing to the development and review of policy, including:
 - Gynaecological cancer services, out of hours services, end of life care strategy, Care Quality Commission annual assessment and inspection report, Focus project, Local Safeguarding Adults Board, burn care and soft tissue sarcoma services, GWR ambulance services performance, Dementia Strategy, Helping People to Live at Home review, head and neck cancer services, funding of carers services, mental health services reconfiguration, older people accommodation strategy.
 - Carbon reduction plan, PFI for housing, flood risk management, Local Transport Plan, renewable energy, car parking and waste collection.
 - special educational needs (SEN) in mainstream schools, special schools and post-16 SEN, placements for looked after children, adoption and fostering processes, PFI schools, and provision of 16-19 education in specific areas of the county. In considering Cabinet proposals for changes to special educational needs, scrutiny members expressed concern that the public consultation had not aided people's understanding

of the relevant issues and the objectives of the review. In response, the Cabinet implemented a number of measures to improve the Council's public consultations in the future.

The work of the Overview and Scrutiny Committee is being reviewed in order to ensure that it aligns more closely with the Council's business plan.

74. The work undertaken by the Audit Committee this year has included:
- review and approval of the first Annual Governance Statement and Statement of Accounts of the new Council for 2009/10;
 - review of the work and findings of Internal Audit, including the Annual Report and audit opinion on the control environment;
 - review of the Council's risk managements arrangements;
 - review of the work and findings of External Audit, including the Annual Audit Letter and Report to Those Charged with Governance.
75. Risks are identified and monitored by service departments. Significant risks are identified and reviewed on a regular basis by the Corporate Risk Management Group. Reports are issued on the significant risk areas through the Council's reporting arrangements. Training on Risk Management is delivered to Members annually, including the development of specific training for staff involved in risk arrangements as a result of their work.
76. The risks associated with major projects are managed through project management arrangements with regular reporting to the relevant boards and member bodies.
77. From March 2010 work has focused on improving the Corporate Business Continuity Plan. Representatives of services that would have to take a lead role in various kinds of service disruption were involved in designing the response arrangements to ensure that they are realistic and appropriate. The benefit of these arrangements is that they are sufficiently generic to respond to a wide range of service disruptions, using in-house resources as a first line of defence and taking advantage of the flexibility provided by the Campus and Operational Delivery Programme. The Corporate Business Continuity Plan was presented to the Corporate Leadership Team in November 2010 and has been published internally.
78. Awareness of the business continuity process and response arrangements has been variable across the organisation. Since December 2010 Business Impact Analyses data quality has improved through individual reviews on a service level. Further work will be undertaken with service representatives to improve and embed their business continuity arrangements within their services and to widen the general awareness of business continuity amongst all employees. This will also be used to

introduce the identification of expected costs of business continuity strategies.

79. The Business Continuity Policy was reviewed in summer 2010 in order to improve management arrangements.
80. The Council's Business Plan sets out how the Council will manage the risks and challenges arising from the reduction in government funding (28.4% over the next 4 years), and the substantial changes in the way local government is organised.

Developing the capacity of members and officers to be effective in their roles

81. The Council is committed to the ongoing development of its members and recognises the importance of building up the capacity and effectiveness of its members.
82. The Council's Councillor Development Policy:
 - establishes members' individual training needs and allocates budget according to the Council's priorities;
 - ensures equality of access to funds and training events;
 - evaluates the effectiveness of councillor development annually to inform the allocation of funding for future years.
83. A cross party Councillor Development Group meets every eight weeks to monitor the budget and to discuss progress and ideas on member development. The group will submit its application for charter status during 2011.
84. A Comprehensive Councillor Development Programme has been produced for 2011/12. This covers a range of topics from community leadership to ICT skills and links in with the corporate aims and values of the Council. The programme also anticipates the new challenges that will be faced by councillors in relation to the big society and localism agenda.
85. Councillors are asked to complete a training needs assessment form each year and are also offered a one to one meeting with a learning and development professional. The training needs highlighted by this process are taken into account when producing the development programme to ensure that it is member led.
86. Wiltshire Council continues to deliver key actions from the People Strategy 2008-2012. The People Strategy is being refreshed to link and support the key priorities identified in the Council's Business Plan. The delivery of the People Strategy is critical to enabling us create the capacity we need to work in different ways and successfully meet current and future challenges.

87. Key priorities are:

- Leadership and Management Development - Programmes of development ongoing;
- Councillor Development - a programme has been developed with and for Elected Members;
- Performance Development Framework (Appraisal) refreshed to incorporate the new Council Values and Behaviours and in an electronic format;
- A business focused blended learning programme of employee learning which will include the changing capability requirements e.g. commissioning and partnership skills;
- Corporate Workforce Planning framework - the organisational wide workforce plan is critical in identifying the people resources required now and in the future to deliver the priorities identified in the Business Plan;
- Continue to deliver a programme of Harmonisation of Terms and Conditions;
- Continue to deliver an Employee Assistance Programme in partnership with Job Centre Plus, Independent Financial Advisers and Occupational Health for managers and staff who are at risk of redundancy as part of Service Reviews and operational restructuring;
- Revision of Terms and Conditions of employment to deliver savings to ensure that we have a set of terms and conditions that helps us to compete effectively in the labour market and support retention of key knowledge and skills required to deliver services.

E) Significant Governance Issues

94. The following have been identified as significant governance issues in view of their size, complexity and impact on the delivery of the Council's priorities:

SAP Financial Systems

95. Last year's Annual Governance Statement identified a significant governance issue with regard to the implementation of the SAP system to administer the Council's core financial systems. This represented a very significant transition for the processing of financial transactions, with the result that during the transitional period in 2009-10 there was an adverse impact on system controls.

96. Since that time considerable work has been undertaken throughout 2010-11 in order to ensure that financial controls have been improved within SAP systems. In addition, further work has been undertaken and is in progress as follows, in order to ensure that the Council derives the maximum benefit from its implementation of SAP:

- The Council's external auditors, KPMG, undertook a post-implementation review of SAP, which was reported to the Overview and Scrutiny Organisation and Select Committee in November 2010,

and the Audit Committee in December 2010. The report concluded that ultimately the Council had achieved a great deal in successfully implementing a major SAP system. Nevertheless, the report identified a series of recommendations aimed at improving the management of future major projects, and these are being taken forward as part of current proposals for the further development of SAP.

- In order to rationalise, improve and develop SAP further, and help meet corporate plans to improve efficiency and effectiveness, a programme of work is underway to address both short-term implementation developments in SAP, and longer-term development needs. The overall aims of this work are to improve users' experience of SAP, reduce duplication and maintenance of data, and deliver meaningful and timely management information to service managers.

Housing Landlord Service Improvement Plan

97. Following a poor Audit Commission report in May 2010 an improvement plan was developed that put in place over 100 actions, addressing all the recommendations arising from the inspection and reflecting local aspirations. Three quarters of the actions in the plan have been completed.
98. In May 2011 Cabinet agreed a new plan for improvement of the Council's Housing Landlord Service, addressing the remaining actions from the initial plan, but within a new context resulting from major changes in finance, regulation, tenancies and allocations, and new service standards developed by the Tenants Services Authority.
99. The new plan contains just over 40 key actions which ensure that focus is maintained on the areas of weakness.
100. Progress against the new plan will be monitored carefully.

Implementation of the Transformation Programme

101. In February 2011 the Council approved a comprehensive Business Plan, setting out how it intends to meet the significant challenges that the Council is facing over the next four years and deliver its vision to create stronger and more resilient communities. The Business Plan is ambitious and involves major transformational change to make the Council as efficient as possible and equipped for the future.
102. The Council is developing robust governance arrangements to underpin the delivery of the Business Plan and the effective management of the risks involved.

103. Issues arising from the transition to a unitary authority were identified as a significant governance issue in last year's AGS. The majority of those issues have now been addressed. However, any that remain outstanding have been identified and there are clear plans in place to ensure that they are resolved. Monitoring will continue until this work has been completed.

Managing Significant Reductions in Government Funding and Changes in Legislation

104. Following the General Election in May 2010 and the Coalition Government's Comprehensive Spending Review, the Council is required to absorb a reduction of 28.4% in grant funding from the Government over the next four years and respond to major changes in local government legislation. At the same time it must manage the increasing demand for services, for example, to protect vulnerable children and adults. The Council's Business Plan sets out how these challenges will be met, but the position needs to be closely monitored to ensure that the pressures arising from these changes, particularly in children and adult care services, are effectively managed.

Governance Arrangements for Dealing with Complaints Involving Third Parties

105. The Council is undertaking a review of its governance arrangements for dealing with complaints made to the Council about third party bodies with which it is involved. This follows a review of the Council's handling of a complaint regarding an equality and diversity issue in which two other organisations were involved.

Jane Scott
Leader of the Council

Andrew Kerr
Chief Executive

Draft Annual Governance Statement

Extract from draft minutes of the Audit Committee – 29 June 2011

37. Annual Governance Statement 2010-11 Draft

The Monitoring Officer, Ian Gibbons, presented the Draft Annual Governance Statement (AGS) for 2010-11 for the Committee's preliminary comments.

It was noted that the Council was required to prepare and publish an AGS as part of its annual review of the effectiveness of its governance arrangements (para 4, page 115 of the agenda refers), meeting the six principles of good governance adopted in its Code of Corporate Governance.

The draft AGS would be revised in the light of any comments this Committee, or any other body consulted, wished to make and the ongoing review work by the Assurance Group.

The draft AGS would be presented to Cabinet, the Standards Committee and KPMG, External Auditors, with any comments being presented to this Committee at its meeting on 28 September 2011 when the AGS would be presented for final approval.

Members noted that significant progress had been made in the Housing Landlord Service Improvement Plan and questioned whether this needed to remain a significant governance issue. The Committee asked the Assurance Group to keep this under review and to: refer in the AGS to the new requirement to send internal audit reports to Cabinet Members; review the governance arrangements for section 106 agreements; include outstanding harmonisation issues arising from LGR as part of the significance governance issue relating to the Transformation Programme.

Resolved:

To ask the Assurance Group to review and amend the AGS in light of the above comments.

To note that the draft AGS will be revised further in the light of ongoing work by the Assurance Group and any comments of the Standards Committee and Cabinet, before being brought back to the Committee for final approval on 28 September 2011.

Extract from draft minutes of the Standards Committee – 20 July 2011

50. Annual Governance Statement

The Monitoring Officer presented the Draft Annual Governance Statement for 2010-11 for the Committee's preliminary comments.

It was noted that this is a statutory requirement and the content follows guidance from CIPFA and is built around the six principles of good governance.

Following a debate the following changes were suggested:

Paragraph 12 – additional sentence to read: The Constitution Focus Group remains in place to review the constitution in the light of the Localism Bill.

Paragraph 13 – add at end of sentence 'and some of this is delegated to Area Boards'.

Paragraph 61 – 4th line delete 'these policies' and replace with 'the Whistleblowing Policy'.

Paragraph 73 – need to add the point that there is an ambition to align scrutiny activities to the business plan.

Paragraph 83 – clarify the definition of 'charter'.

Resolved:

- 1. To make amendments as detailed above.**
- 2. To note that the draft Annual Governance Statement will be revised in the light the comments made by this Committee and the ongoing review work by the Governance Assurance Group. It will then be considered by Cabinet before being taken back to the Audit Committee for final approval and publication by 30 September 2011.**

Wiltshire Council

Cabinet

13 September 2011

Subject: Business Plan Scorecard Report

Cabinet Member: Councillor John Brady - Finance, Performance and Risk

Key Decision: No

Purpose of Report

1. This is the first report to provide a summary of progress against Wiltshire Council's Business Plan. It provides:
 - Community Results and Council Performance Scorecards for the period April to June 2011.
 - The status of the Council's main programmes.
 - The Workforce Report from Human Resources.

Background

2. Wiltshire Council's four year Business Plan sets out what will be achieved between now and 2015. It highlights the business model for the next five to 10 years. The changes from where we are now will be phased so that the first four years sets the foundation to make the council as efficient as possible and equipped for the future. Progress reports are intended to give a rounded picture, covering performance against targets, progress on major programmes and information about the Council's workforce.
3. As well as showing results against targets, the scorecards also show performance indicators that will be reported on later once results become available. The reason indicators are reported later in the year is usually because the indicators are annual – that is the results are only available once a year.
4. The status of the Council's main programmes is provided by the Programme Office and shows whether each programme is on track.
5. The Workforce report shows information about the Council's employees, and is also reported to the Staffing Policy Committee.

Main Considerations for the Council

6. Progress against the Business Plan is summarised below.
7. **Community and Council Scorecards** – To date the majority of these measures are shown as on target. The scorecards include additional information for those that are not. These can be found in **Annex 1**.
8. **Measures with results available later** – These are mainly annual measures, but some are new indicators that are still being defined

nationally. Once results are available these indicators will be moved into the main scorecard tables. New indicators do not always have data for prior years and so results in 2011/12 will be used to set the baselines for setting targets from 2012/13

Environmental Impact of the Proposal

9. This is a scorecard so the proposal has no direct environmental impact, although there are measures on Recycling, Waste Management and Energy Efficiency.

Equalities Impact of the Proposal

10. As this is a progress report the proposal has no direct impact on equalities.

Risk Assessment

11. The Council's risk management arrangements apply across the Council's services and risk is overseen by the Corporate Risk Management Group (CRMG), which reports on significant risks to CLT and to the Audit Committee. No risks arise as a result of this report, but it does highlight any difficulties relating to achieving targets and delivering the Council's main programmes.

Financial Implications

12. This is a scorecard report so has no direct financial implications.

Legal Implications

13. As this is a scorecard report there are no direct legal implications.

Options Considered

14. As this is a scorecard report there are no 'options to consider'.

Proposal

15. Cabinet is asked to note progress against the Business Plan.

Sharon Britton
Service Director Policy, Performance and Partnership

Report Author: Claire Small, Policy and Partnership Officer
claire.small@wiltshire.gov.uk

Date of report: 10th August 2011

Appendices

Annex 1: Business Plan Scorecards
Annex 2: Transformation Programme Paper
Annex 3: Workforce Report

Business Plan Scorecard Results to June 2011

Index

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

Scorecard Key:

H = High (good performance if actual is higher than target); L = Low (good performance if actual is lower than target)

3 yr trend: I = Improving; W = Worsening

On target: Y = Yes; N = No; A = Almost

Community Results Scorecard to June 2011

MEASURES TO JUNE												
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2011/12 Target to June	2011/12 Actual to June	On target?	2014/15 target	Lead officer
	Protect and Safeguard Vulnerable Children											
2001	5% increase in children in care receiving high quality local placements: use of in-house foster carers (proportion nights)	H	56.3	60.9	62.8	I	67.4	Not yet profiled	61.4	Y	68	Sharon Davies
	Protect and Safeguard Vulnerable adults											
3001	14% increase in the number of older people receiving our services - advice and services for the rising number of older people	H			8720	-	9069	Not yet profiled	4755	Y	2014 + 2.6%	James Cawley
	Invest in: Waste Management											
4004	Recycle 50% of our waste by Mar 2015	H	40.5%	40.5%	41.4%	I	41.50%	41.50%	41.80%	Y	50%	Tracy Carter
4005	Reduce waste being landfilled to 25% by Mar 2015	L	56.0%	47.2%	37.5%	I	37%	37%	31.5%	Y	25%	Tracy Carter
	Invest in: Housing											
3004	1,800 new affordable homes by Mar 2015 (ave 450 pa)	H	583	554	648	I	450	150	196	Y	450	Graham Hogg

Council Performance Scorecard to June 2011

MEASURES TO JUNE												
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2011/12 Target to June	2011/12 Actual to June	On target?	2014/15 target	Lead officer
Protect and Safeguard Vulnerable Children												
2006	Care leavers in suitable accommodation	H	81.8%	76.5%	97.1%	I	95%	95%	96%	Y	95%	Sharon Davies
2007	Care leavers in suitable education, jobs or training	H	54.4%	41.2%	65.7%	I	68%	Not yet profiled	57%	Y	72%	Sharon Davies
2008	Timely adoptions	H	65.2%	92.9%	100%	I	90%	Not yet profiled	67% (10 adoptions)	Y	90%	Sharon Davies
2009	Safeguarding: initial assessments done in 10 days	H		65.1%	63.6%	-	70%	Not yet profiled	85%	Y	80%	Sharon Davies
2010	Safeguarding: child protection plan reviewed on time	H	100%	97.9%	100%	-	100%	100%	99%	A	100%	Sharon Davies
Invest in: Our Communities												
3007	Number of volunteers in the library service	H	new	new	new	-	325	325	660	Y	325	Niki Lewis
Economy and Unemployment												
4009	Number of businesses assisted	H				-	625	Not applicable	253	Y	625	Alistair Cunningham
4010	Number of people helped with skills (T) or placed into work (W)	H	133 (T)	669 (T)	1046 (T) 435 (W)	I	Awaiting govt. funding decision		183 (T) 22 (W)	-		Alistair Cunningham
Invest in: Leisure Services												
4012	The number of visits to our leisure centres (000)	H	3,315	3,431	3,364	I	3,040	760	762	Y	3,040	Mark Smith
Other												
1004	The percentage of budgeted savings achieved	H				-	100	-	57	Y	100	Michael Hudson
5001	Customer telephone call connection rates of 95%+	H			92.6%	-	95%+	95%	87.3%	N	95%+	Jacqui White

Ref 3007: Volunteers in library service, 660 figure is total of the following:

- 209 Home Library, Computer Buddy & Rhymetime volunteers
- 150 Summer Reading Challenge Volunteer – these are seasonal so only shows as volunteers in June (undertaking training), July & August (actively volunteering)
- 301 Community Library Volunteers – currently being trained to start helping in libraries in September

Measures not on target:

Results expected within 5% of target (Almost)

Ref 2010 – Safeguarding: child protection plan reviewed on time

Target: 100%, Actual: 99%

Reason not on target: 1 child's review was late coming in.

What is being done: This is a very exceptional case as the processes that are in place are strong.

Results not on target (No)

Ref 5001 – Customer telephone call connection rates of 95%

Target: 95%, Actual: 87.3%

Reason not on target: Call connection rates fluctuate from day to day, week to week and month to month – this is normal. At this stage we are monitoring the rate carefully to determine whether the lower performance seen in April to June is just a normal fluctuation, or a substantive change in performance compared with January to March and previously. Factors which can affect performance include:

- unexpected peaks, or
- substantial reductions in the number of people available to handle calls.

What is being done: We continue to find ways to improve (this is a constant activity) by:

- Finding out what triggers unnecessary calls and working out ways to remove the need for customers to make them.
- Thinking of ways to make it easier and clearer for customers to find the right phone number for service.
- At the moment we are working closely with the webteam on the contact details for the council's main services. We are also taking part in service redesign work with highways and street scene services, housing repairs, waste and recycling, passenger transport and registration.

Community Results Scorecard – results available later

MEASURES - results available later									
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2014/15 target	Lead officer
Economy and Unemployment									
4001	Help create 6,000 additional jobs by Mar 2015	H			455	-	1,500	1,000	Alistair Cunningham
4002	Help safeguard 8,000 existing jobs by Mar 2015	H			370	-	2,000	1,500	Alistair Cunningham
Living in Wiltshire									
1001	Percentage of people satisfied with their local area	H	85.90%	86.40%	no survey		Baseline to be set - new survey		
Protect and Safeguard Vulnerable adults									
3002	Good quality of life of people who use social services	H			19.4 (best in IPF group)	-	Baseline to be set		James Cawley
Protect and Safeguard Vulnerable Children									
2002	Children with non-accidental injuries/10,000 children	L		109.5	109.3	-	Indicator being re-developed through public health framework		Sharon Davies
Invest in: Housing									
3005	Affordable homes include 250-350 for rent from PFI	H				-	Awaiting final PFI approval		Graham Hogg
Invest in: Highways									
4003	Reduce the roads maintenance backlog by 10% by Mar 2015 (£)	L	£44m	£43m	£42m	I	£40.9m	£37.8m	Parvis Khansari

Community Results Scorecard – results available later (cont'd)

MEASURES - results available later									
Ref	Wiltshire's Business Plan 2011-15 COMMUNITY RESULTS SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2014/15 target	Lead officer
	Invest in: Energy Efficiency								
4006	Lower our carbon emissions by Mar 2015 by 11,823 tCO2	L		61,500 baseline	742 reduction	-	No annual targets	11, 823 tCO2 reduction	Alistair Cunningham
	Invest in: Children's Attainment								
2003	5% more 11 year olds will get Key Stage 2 L4+ by 2015 (Maths and English)	H	73	71	75	I	75.2	79.2	Stephanie Denovan
2004	5% more young people will get 5 A*-C at GCSE by 2015 (including English and Maths)	H	53.2	55.4	55.8	I	56.6	60.6	Stephanie Denovan
	Invest in: Our Communities								
3003	Level of participation in regular volunteering	H	29.60%	29.90%		-	Baseline for new survey		Niki Lewis
	Invest in: Broadband								
1002	85% premises able to access superfast broadband by Dec 2015	H				-	N/A in 2011/12	85% Dec 2015	Carolyn Godfrey
	Public Health measures								
V1	Healthy Life expectancy - males	H	79.3	79.3	79.5	I	79.9		Maggie Rae
V1	Healthy Life expectancy - females	H	83.1	83.3	83.5	I	83.7		Maggie Rae
V2	Reduce health inequalities - males	L	4.6	5.1	5.8	W		4.47	Maggie Rae
V2	Reduce health inequalities - females	L	3.3	3.4	3.9	W		2.84	Maggie Rae




Council Performance Scorecard – results available later
























































MEASURES - results available later									
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2014/15 target	Lead officer
Overall									
1003	Percentage of people satisfied with the council	H	47.50%	37.90%	No survey	-	Baseline for new survey		
Protect and Safeguard Vulnerable Children									
2005	More children in care get 5 A*-C GCSEs (or equivalent)	H	11.4	14.3	16	I	20	32	Sharon Davies
Economy and Unemployment									
4007	Helping business: sites brought forward	H				-	To be developed		Alistair Cunningham
4008	Helping business: incubation centre facilities created	H				-	Awaiting results		Alistair Cunningham
Invest in: Our Communities									
3006	Environmental and youth spend by area board	H				-	Setting baseline		Michael Hudson
3008	Satisfaction with area boards	H				-	Setting baseline		Niki Lewis
Public Health measures									
6001	Hospital admissions - alcohol related (/100,000)	L	1338	1390	1621	W	1400		Maggie Rae
6002a	Proportion 4-5 year olds with healthy weight	H	77.5% (CI +/- 1.2%)	78.9% (CI +/- 1.2%)	76.8% (CI +/- 1.2%)	-	Awaiting national definitions		Maggie Rae
6002b	Proportion 10-11 year olds with healthy weight	H	69.5% (CI +/- 1.4%)	70.5% (CI +/- 1.4%)	68.9% (CI +/- 1.4%)	-		Maggie Rae	
6003	Hospital admissions of older people due to falls	L				-		Maggie Rae	
6004	Drug users in effective treatment	H	614	628	622	I		Maggie Rae	

Council Performance Scorecard – results available later (cont'd)




MEASURES – results available later									
Ref	Wiltshire's Business Plan 2011-15 COUNCIL PERFORMANCE SCORECARD	high/low	2008/09 Actual	2009/10 Actual	2010/11 Actual	3 yr trend	2011/12 Target (year)	2014/15 target	Lead officer
Invest in: Highways									
4011	The average days taken to repair a pothole	L	31	13	5.2	I	11	10	Mark Smith
Invest in: Energy Efficiency									
4013	Units of energy used by the council: Electricity, Natural Gas, LPG, Oil.	L				-			Alistair Cunningham
4014	CRC (carbon tax) costs avoided	H				-			Alistair Cunningham
4015	Reduce carbon emissions by 40% (WTP estate)	L				-			Mark Stone

Annex 2: Cabinet / CLT Programme Status

Key	
	Red – major issue for escalation
	Amber – major issue, mitigation plan in place
	Green – on time, to quality and budget

Programme	On Time	On Quality/ Performance	On Budget	Resource in place	Overall Status
Procurement					
Service Reviews and Systems Thinking					
Asset Management					
Campus and Operational Delivery					
Knowledge Management					
Localism					
Waste (Investment)					
Economy & Unemployment (Investment - Action for Wiltshire)					
Wiltshire Online (Super-fast broadband)					
Local Development Framework (LDF)					
Technology Plan including SAP					

Summary of red issues

	Programme	Project	Comments
	Procurement	AOWA (Adults of Working Age)	Organisational procurement resource is currently under review, to be completed by the end of the year.
	Procurement	Procurement Structure	Organisational procurement resource is currently under review, to be completed by the end of the year.
	Service Reviews and Systems Thinking	Benefits Realisation	Financial savings from the programme are being confirmed and aligned to the 2012-13 budget process

Dr Carlton Brand
 Corporate Director, Transformation & Resources
 Status: July 14, 2011

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

Delivering the Business Plan - Quarter ending June 2011

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated)
- Wiltshire Council figures exclude Fire, Police and Schools
 - **Headcount** = Number of positions that are filled not individual people
 - **FTE** = “Full Time Equivalents” which take into account actual working hours to show accurate staffing levels
- Information is based on the structures in place post the senior management restructure to ensure consistency throughout the year e.g. DTR and DNP have been reflected.
- “**Annualised**” means we take the measured amount divide it by the months it covers and multiply it by 12 to give an estimate of the rate that would be seen throughout the year.
- “**YTD**” means year to date i.e. all reportable information since April 2011 has been included.
- The **Voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only Voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire’s best interest. Overall turnover rates will be higher and can be analysed upon request.
- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2930. Based on last year’s turnover rate (11.7%) we could estimate that 617 employee’s will leave Wiltshire Council during 2011-12 resulting in costs of **£1,807,810**.
- **% <1 year turnover rate:** The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.
- **Redundancy figures** relate to all redundancies made not just those as part of service reviews

If you have any queries on these reports or requests for further information, please contact Paul Rouemaine, HR Information Manager, on 01225 756159 or Paul.Rouemaine@Wiltshire.gov.uk

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

WILTSHIRE COUNCIL (excl. schools) Quarter ended: **June 2011**

Management Information Team Observations:

- Wiltshire Council's (WC) headcount reduced by 131 (2.4%), and the FTE by 166 (3.9%). It would be inaccurate to make a judgement as to which department the majority of this reduction came from, due to the recent restructuring within the departments.
- A new measure for this year is the ratio of managers to employees. The golden rules state that a guideline ratio of around 6 employees to every manager is optimum. Post the management review, WC has surpassed this rule and now has a ratio of 1 manager to every 7 employees.
- Sickness rates have decreased this quarter to 7.9 days per FTE (-1.0 days). This decrease has now taken the sickness days lost to a level that is much lower than the lower quartile of local authority's benchmark figure (8.8 days).
- Stress/Depression/Mental Health/Fatigue reasons continue to account for the highest recorded days lost (22.2%).
- The Department of Community Services (DCS) sickness rates have now reduced due to Housing, which now form part of the department having low sickness rates. The Department of Transformation and Resources (DTR) saw the lowest sickness rates with 6.0 days per FTE.
- The percent of total absences lasting over 20 days have increased to 46.0% (+2.8%). However, less days were lost to all incidents of sicknesses whether short (<5 days), medium (5-20 days) or long (>20 days) term and this increase simply occurred due to short term sickness seeing a bigger decrease.
- The annualised voluntary turnover rate decreased this quarter to 8.4% (-3.3%). However this decrease is due to the inclusion of voluntary redundancy in the figures for last year's reports, this has now been excluded to give a truer picture of voluntary turnover rates at Wiltshire Council for this quarter and those going forward.
- DCE continue to display the highest voluntary turnover rate, at 11.6% (-1.2%), however, the previous quarter figure does not take into account the move of performance into DCE. 63% of this turnover was due to either leaving for alternative employment or resignation due to family commitments.
- Now that voluntary redundancy is excluded from the voluntary turnover rate, the most common reason for leaving voluntarily from the council has reverted back to resigning for alternative employment not in a local authority (31%).
- New disciplinary and grievance cases have both decreased since last quarter, to 5.3 per 1000 employees respectively (-3.6 and -1.7 respectively).
- H&S incidents per 1000 employees saw quite a significant increase to 3.8 (+2.1) but remain below the median seen across local authorities. Cases in DNP equate to 77% of the total cases. However, it is necessary to take more formal

procedures in some of the frontline service areas, such as DNP, to ensure that high quality service levels are maintained.

- Another new measure is to keep track of the redundancies being made throughout the quarter. This quarter there was 98 redundancies made, 59 of which came from DCE (60%).
- To keep track of whether Wiltshire Council is making the savings required from staffing levels, we need to make sure that the ratio of starters to leavers is at a satisfactory level (i.e. there are more leavers than starters). Wiltshire Council's overall ratio is 1 FTE starter for every 4.3 FTE's leaving the council.
- During the last quarter, sickness absence cost Wiltshire Council £538,184.81 in sick pay. An organisation of Wiltshire's size would be expected to pay £2,397,988.01 a year in sick pay (based upon the median sickness rate across local government) but Wiltshire's annualised cost equates to just £2,152,739.24; this is therefore £245,248.77 less than what could be expected.
- Wiltshire Council made a saving of £244,979.52 from the organisational pay bill from staff reducing their hours.

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This page gives you information relating to important employee measures:

The number of positions that are filled by contracted staff

Staffing levels		
Measure	WC	Change since last period
Relating to Quarter (unless stated)		
Headcount (as at end of period)	5270	-131 (-2.4%)
FTE (as at end of period)	4117	-166 (-3.9%)
FTE change due to TUPE transfers in vs. out	-8.6	n/a
FTE change due to employee hour changes	-6.79	n/a
Ratio of starters to leavers (FTE)	1:4.3	n/a

“Full Time Equivalents” which take into account actual working hours to show accurate staffing levels

Part of the FTE/HC change above may be explained by these measures

How many leavers we have had for every one starter

Workforce Information		
Measure	WC	Last period
Ratio of managers to employees	1:7	n/a
% Exit questionnaires completed (YTD)	10%	n/a
% of total vacancies filled by internal appointment - year to date	73%	n/a
% management posts filled by internal appointment - year to date	100%	n/a
FTE of managers	665	n/a
Number of redundancy's made during quarter	98	n/a

The % of posts filled by an internal candidate

The % of leavers who completed an exit interview

The FTE of people management posts

The percentage of absences that last for over 20 days (deemed to be long term)

Sickness Absence		
Measure	WC	Last period
Working days lost per FTE (ytd annualised)	7.9 days	8.9 days
% of total absences over 20 days (ytd)	46.0%	43.2%

The number of RIDDOR incidents that have occurred. <http://www.hs.e.gov.uk/riddor/riddor.htm>.

Health and Safety		
Measure	WC	Last period
No. of workplace incidents/injuries reported per 1000 employees (ytd annualised)	3.8	1.7

The number of individuals that left voluntarily before completing one year service as a percentage of the employees in post with less than one year's service.

Voluntary Staff Turnover		
Measure	WC	Last period
% staff turnover (ytd annualised)	8.4%	11.7%
% <1 year turnover rate(ytd annualised)	23.0%	18.9%
Average leavers' length of service	10.9 years	9.7 years

Disciplinary and Grievance Cases		
Measure	WC	Last period
New disciplinary cases per 1000 employees (annualised)	5.3	8.9
New grievance cases per 1000 employees (annualised)	5.3	7.0

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This section gives you Information relating to your workforce costs:

Employees paid over £50,000 basic salary		
Measure	WC	Last period
% of employees paid over £50,000 annual salary	2.07%	n/a
% of employees paid over £100,000 annual salary	0.09%	n/a
% of employees paid over £150,000 annual salary	0.02%	n/a

Why this is important: Regulation 4 of the accounts and Audit (amendment no.2) introduces a new legal requirement to increase transparency and accountability in local government. We now need to disclose the names and data for individuals earning over £50,000 and therefore we should be looking to keep these figures as low as possible.

Additional financial information		
Measure (If the figure is a negative a saving has been achieved)	WC	Last period
Cost of sick pay (ytd)	£538,184.81	n/a
Cost /saving of employee hour changes (during period)	-£244,979.52	n/a

Why this is important: Sick pay amounted to £2,900,000 across Wiltshire Council during the 2010-11 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

BENCHMARK DATA

Benchmark figures are supplied by DLA Piper Benchmarker. The Local Authority benchmarks represent combined data from 54 subscriber Local Authorities. The Private Sector benchmarks represent data from approximately 250 private sector organisations classified as "large" (over 1000 employees), consisting of a mix of Financial, Professional and Support Services; Manufacturing, Engineering and Processing; and Retail and Leisure.

Sickness Absence			
Measure	Local Authorities Median	Local Authorities lower Quartile	Private Sector Median
Working days lost per FTE	9.9	8.8 (lower q.)	5.7
Average length of absence (FTE days)	5.9	4.9	3.5
% of absences over 20 days	55.8%	41.8%	40.5%

Health and Safety			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of workplace incidents/injuries reported per 1000 employees	5.9	2.8	8.0

Voluntary Turnover			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
% staff turnover	6.6%	5.7%	10.5%
% staff turnover of leavers within first year's service	n/a	n/a	n/a

Disciplinary and Grievance Cases			
Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of disciplinary cases per 1000 employees	9.2	5.0	44.8
No. of grievance cases per 1000 employees	3.8	2.8	6.4

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Wiltshire Council

Cabinet

13 September 2011

Subject: **Budget Monitoring Period 4 July 2011**

Cabinet Member: **Cllr John Brady – Finance, Performance & Risk**

Key Decision: **No**

Executive Summary

This report updates members of progress in delivering savings identified in the 2011-2015 Financial Plan in relation to the 2011/2012 base budgets, and of any significant new cost pressures or changes since the last report on 26 July 2011.

As per the last report, only 2% of savings (£0.599 million) are being classed as no longer deliverable (Red). This level of non-deliverable savings is not significant and within the tolerable level at this stage identified in the risk assessment reported to Council in February and could be covered by General Fund reserves. The red areas of concern and reasons for the changes are set out in the body of the report and officers are working on actions to introduce alternative proposals in order that the budget is delivered by year end so no draw on reserves is needed.

The £31.084 million savings identified in the financial plan have been risk assessed as to deliverability. As a result significant improvement have been identified in savings on target to be delivered. The levels of low risk savings has increased from 87% (£27.209 million) in July to 89% (£27.665 million).

Additionally, the last report identified significant cost pressures since budget setting, totalling £4.683 million. These were broken down as follows:

- £3.100 million cost pressure is forecast in Community Services, caused by demand for adult care services;
- £0.300 million pressure in looked after children;
- £0.500 million estimated shortfall of income from car parks; and
- £0.783 million under provision in waste assumptions.

Since last month additional cost pressures have been identified of £0.401 million. This is made up of an extra £0.222 million caused by demand for adult care services, an extra 0.139 million caused by the demand on the Looked After Children budget and an extra £0.040 million estimated shortfall of income from car parks.

Following a review of additional unringfenced grant received it is proposed that £2 million is vired to cover cost pressures identified in adult care services.

These changes lead to revised cost pressures at period 4 of £3.084 million. Action plans are being worked on in the appropriate areas to address this.

The report also sets out the future budget monitoring reporting arrangements to members for the rest of the financial year. This starts with a full budget monitoring report for month 5 will be brought to the next cabinet meeting. This will include full appendices showing budgets and expenditure in the new corporate structure.

Proposals

Members are asked to note the outcome of the Period 4 (July 2011) budget monitoring and receive updates on movements since the previous report in July.

Cabinet are requested to approve the virement of £2 million from additional unringfenced grant income to cover cost pressures identified in adult care services.

Reason for Proposals

To inform effective decision making and ensure a sound financial control environment.

Michael Hudson
Chief Finance Officer

Wiltshire Council

Cabinet

13 September 2011

Subject: **Budget Monitoring Period 4 July 2011**

Cabinet Member: **Cllr John Brady – Finance, Performance & Risk**

Key Decision: **No**

Purpose of Report

1. To update members of progress in delivering savings identified in the 2011-2015 Financial Plan in relation to the 2011/2012 base budgets, and of any significant new cost pressures or changes since the last report on 26 July 2011.
2. Additionally the report sets out the future budget monitoring reporting arrangements to members for the rest of the financial year.

Background

2011/12 base budget

3. The Council's Annual Budget 2011/2012 identified £31.084 million of savings from across all areas of the Authority. These savings are recurring so any non-delivery will increase the scale of savings required to be found in future years as well as creating an in year cost pressure.
4. The full lists of savings were reported to members as part of the setting of the 2011/2012 budget. The savings have been restated in line with the revised corporate restructure and details are included in Appendix A.

Process for monitoring and reporting the 2011/2012 base budget

5. As per the last report to cabinet in July, this report focuses on the delivery of the Financial Plan savings agreed by Council to as these form the most significant risk to the Council not delivering on its balanced budget and thus contributing to an overspend.
6. To help with the focus on priority areas the budget monitoring format to senior officers and members has been revised to use a 'traffic light' risk assessment process. Therefore, the reporting against savings is broken down as follows:

Risk assessment	Definition
Red	There is a high likelihood that this saving will not be delivered in 2011/2012 at all. This could be caused by changes in such factors as legislation, policy or outcomes of further consultations, etc.
Red/Amber	There is a high likelihood that significant levels of the saving will not be delivered in 2011/2012. This could be due to factors such as unforeseen changes in demand or other assumptions, slow progress in implementation, delays due to external factors such as Government policy, etc.
Amber/Green	There is still a high likelihood that all or a significant part of the saving being delivered. This could be due to a small slippage in progress, or a restructure being planned to happen in October is on target to meet the deadline but as yet it has not happened and posts are yet to be deleted from the system, etc.
Green	All of the savings planned have been delivered and signed off as such by Accountancy in removal from base budgets.

7. The assessment is set out in the following paragraphs and in details by at Appendix A to this report.
8. Accountancy have also been reviewing service outturns for 2010/2011 with 2011/2012 projections to identify and raise any discrepancies for further review, and in more volatile demand led risk services such as care of the vulnerable (Adults and Children), and car parking. Accountancy have been working with Heads of Service to assess the initial costs being incurred in the year to date to assess this against prior year experiences.

Savings category per Financial Plan	2011/2012 Target per the Plan £000	Savings risked assessed £000	Green	Amber / Green	Amber / Red	Red
A. Management & standardising our pay	8.377	8.508	8.205	0.150	0.058	0.095
B. Reduce & make better use of our buildings	0.325	0.325	0.120	0.055	0.150	0.000
C. Procurement	7.400	7.369	2.416	2.604	1.976	0.373
D. Service Efficiencies	13.982	14.013	8.583	4.538	0.767	0.125
E. Systems thinking	1.000	1.000	0.268	0.726	0.000	0.006
Total £	31.084	31.215	19.592	8.073	2.951	0.599
Total %	-		63%	26%	9%	2%
Total reported July £	31.084		17.368	9.841	3.223	0.652

9. When the financial plan was set, the original target was £31.084 million. Since then, further management review has identified additional savings in some areas. Therefore in some cases the saving vary slightly from the original plan.
10. As part of continual management review savings have been examined since the last report. As a result, the table shows a significant improvement savings in the green and green/ amber categories. The levels of savings in these two categories has increased from 87% in July to 89%. The major movements in risk are highlighted below.
11. The Amber/Red risks have similarly improved. The Red assessments are at a similar level as last month. Work is continuing in these areas to review and identify required actions.
12. Full details of all risks are set out by Department in Appendix A.

Major movements in risk since period 3

13. In the Department for Neighbourhoods and Planning (DNP), £0.797 million has moved into Green/Amber from Amber/Red following confirmation of the progression of bus services/contract reviews within passenger transport. Plans in place to realise the full benefit as outlined in the financial plan.
14. Also in DNP, £0.422 million of Economy & Enterprise savings have been moved out of Amber/Red & into Green and Green/Amber following the transfer of the salaries element of the £1.000 million investment to resource the Action for Wiltshire programmes.
15. Within the Department for Transformation and Resources (DTR), £0.151 million has moved to Green/Amber. This represents a saving within HR related to the service review, however the review is being carried out later than planned however the budget is still being managed within the overall services bottom line.
16. Also in DTR, £0.059 million management review saving within business transformation have now confirmed in light of ICT restructure.
17. In the Department for Children and Education (DCE), there is a movement between Green/Amber to Red/Amber of £0.612 million against Nursing Procurement Savings as the tendering process has been delayed.

Cost and income assumptions / pressures

18. Accountancy have continued to monitor budgets with a focus on those budgets assessed to be subject to a higher risk of volatility due to factors such as changes in demand or assumptions. This has identified the few areas where costs have risen quicker than forecast.
19. Significant cost pressures since the budget setting reported to cabinet on 26 July 2011 totalled £4.683 million. These were broken down as follows:

- £3.100 million cost pressure is forecast in Community Services, caused by demand for adult care services;
 - £0.300 million pressure in looked after children;
 - £0.500 million estimated shortfall of income from car parks; and
 - £0.783 million under provision in waste assumptions.
20. A review of these cost pressure has been undertaken for period 4. Further detailed will be included in period 5 report to members in October.
 21. The recent extraordinary Cabinet meeting held on 19 August approved the re-introduction of 1 hour car parking to Salisbury. Work is currently on going to develop a robust, economic and sensitive model to forecast a revenue outturn on what can be a notoriously volatile income stream.
 22. The latest projection is a slight increase of £0.040 million to an anticipated full year shortfall of £0.540 million; this takes into account the re-introduction of the 1 hour charge. As per the extraordinary Cabinet report this is based on occupancy levels increasing back up to 2010/11 levels.
 23. Although significant the £0.540 million only represents a 6% shortfall on the total car parking income target for the year. It is envisaged that the shortfall will be contained within DNP. Detailed budget monitoring and proposals to fund the shortfall will be carried out based on the actual position as at the end August. This will include a revised full year forecast on the income position and be reported to Cabinet in October.
 24. As discussed in the previous report, the spend on Looked After Children (LAC) is higher than budgeted for. The number of children coming in to care because of neglect or emotional abuse is increasing and the number of active court proceedings currently stands at 60, against an average in previous years of 38 at any one time. Currently placement budgets for looked after children are projected to overspend by £0.439 million and the increase in numbers cannot be sustained within the current budget. Pressures on the Leaving Care budget are also significant. Overall, this represents additional cost pressure of £0.139 million from the figure reported for period 3. Work continues to review options to address these pressures and bring further proposals back to Cabinet.
 25. As reported in the previous budget monitoring paper, demand for adult social care services has exceeded that which was assumed for budget setting. In addition, the death rate during this financial year is also lower than previous trends. The activity experienced to date has been used to forecast demand for the remainder of the year. It is now forecast that there will be demand for 129 more placements across the remainder of the year, with a potential cost of £3.322 million if no action is taken. This represents an additional cost pressure in this area of £0.222 million from the figure reported for period 3.

Allocation of additional grant income

26. As proposed to cabinet in July, we have received additional grant income of £2.067 million. It is proposed that £2 million is used to cover the cost pressures identified in Adult Care as Services as mentioned in the Council's cost pressures above.

27. Additionally, as per the last budget monitoring report, the remaining £0.067 million has already been allocated to DCE relating to additional early years intervention grant.

Future Monitoring in the New Corporate Structure

28. Since the last report to Members in July, a significant piece of work has been undertaken to recast the Council's approved budget into the new corporate structure. This work has now been completed and SAP reports to Members have been rewritten to reflect the new structure.
29. Period 5 ends on 31 August. A full budget monitoring report for period 5 will be brought to the Cabinet meeting in October. This will include full appendices showing budgets and expenditure in the new corporate structure.
30. Full revenue budget monitoring reports will be brought to Cabinet on a bimonthly time table as shown below. This will allow improvement in the reporting quality and enable reports to reflect decisions made in the previous meeting. Capital monitoring reports will be taken to Cabinet Capital Assets Committee in the even months to ensure financial monthly monitoring to members.
31. Budget monitoring is an ongoing process and budgets and expenditure are reviewed between budget managers and accountancy regularly, on a risk based approach.

Future Revenue Monitoring Reports to Members

Period	Cabinet
Period 5 August	October 2011
Period 7 October	December 2011
Period 9 December	February 2012
Period 11 February	April 2012
Final outturn March	June 2012

Overall conclusions

32. The July cabinet report suggested an overspend / shortfall on the balanced budget of £4.683 million due to cost pressures. Allocation of additional unringfenced grant income reduces this by £2.00 million.
33. During the period additional cost pressures have been identified of £0.401 million. This is made up of an extra £0.222 million caused by demand for adult care services, an extra 0.139 million caused by the demand on the Looked After Children budget and an extra £0.040 million estimated shortfall of income from car parks.

Cost pressures reported period 3	£4.683 million
Additional cost pressures in period	£0.401 million
Release of unringfenced grant	(£2.000) million
Cost pressures end of period 4	£3.084 million

34. The risk assessment of savings highlights £0.599 million of savings with red risk attached to them. Work will continue in all of these areas to review and identify required actions and this will inform the next monitoring report to Members in October 2011.
35. The early identification of potential issues is part of sound and prudent financial management. Action to address this year's forecast should be taken where officers have the delegated powers to do so and this is underway.

Implications

36. This report informs member's decision making.

Risks assessment

37. If the Council fails to take actions to address forecast shortfalls, overspends or increases in its costs it will need to draw on its reserves. The level of reserves is limited and a one off resource that cannot thus be used as a long term sustainable strategy for financial stability. Budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification and action is taken.

Equalities and diversity impact of the proposals

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

Financial implications

39. This is a report from the Chief Finance Officer and the financial implications are discussed in the detail of this report.

Legal Implications

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

Background Papers and Consultation

2011-15 Business Plan
2011-15 Financial Plan
Budget Monitoring Cabinet 26 July 2011

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Appendices:

Appendix A: Individual Departmental Risk Analysis

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Appendix A: Individual Departmental Risk Analysis

CHILDREN & EDUCATION SAVINGS 2011/12 - TRACKING

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red
SERVICE REVIEW										
SCHHOLS & LEARNING - Stephanie Denovan										
1	Narrowing of Curriculum Support	464,764				464,764	464,764			
2	Reduction in School improvement Partners	150,000				150,000	150,000			
3	Removal/Reduction in LA subsidy to Braeside			24,000		24,000	24,000			
4	Removal/Reduction in LA subsidy to Urchfont			31,000		31,000	31,000	31,000		
5	Removal/Reduction in LA subsidy to Wiltshire Music Service			35,000		35,000	35,000			
6	Removal/Reduction in LA subsidy to Wiltshire Swindon Learning Resources			9,000		9,000	9,000			
Schools & Learning Total		614,764	0	99,000	0	713,764	682,764	31,000	0	0
SOCIAL CARE & INTEGRATED YOUTH - Sharon Davies										
1	Information, Advice & Guidance (IAG)				341,400	341,400	341,400			
2	Savings from Connexions Service	60,664				60,664	60,664			
3	Service Reductions across Targeted Services	134,647				134,647	134,647			
4	Removal/Reduction in LA subsidy to Traded Services			37,406		37,406	37,406			
5	Reductions in grants allocated to youth projects				216,100	216,100	216,100			
6	Service Transformation within the Youth Development Service					0	0			
7	Business Support	142,692				142,692	142,692			
8	Family Support	105,000				105,000	105,000			
9	Family Placement Service	71,000				71,000	71,000			
10	Out of Area Placements					0	0			
Social Care & Integrated Youth Total		514,003	0	37,406	557,500	1,108,909	1,108,909	0	0	0
COMMISSIONING & PERFORMANCE - Julia Cramp										
1	Reduce net budget for Contact Point				56,000	56,000	56,000			
2	Reduce Children's Trust Board Admin Support	7,000				7,000	7,000			
3	Reduction in Teenage Pregnancy Worker	31,000				31,000	31,000			
4	Reduce Administration within Co-ordination Team	19,000				19,000	19,000			
5	Reduction of staffing within Research & Stats Team	16,000				16,000	16,000			
6	Service Reductions within Commissioning & Performance	19,648				19,648	19,648			
7	Staff Development Team	60,000				60,000	60,000	60,000		
Commissioning & Performance Total		152,648	0	0	56,000	208,648	148,648	60,000	0	0
POLICY & PERFORMANCE = Sharon Britton										
1	Service Review Savings - Policy & Performance	47,000				47,000	47,000			
Policy & Performance Total		47,000	0	0	0	47,000	47,000	0	0	0
TOTAL DCE SERVICE REVIEW SAVINGS		1,328,415	0	136,406	613,500	2,078,321	1,987,321	91,000	0	0

MANAGEMENT REVIEW

MR	Schools & Learning	1,328,629				1,328,629	1,328,629				
MR	Social Care & Integrated Youth	653,842				653,842	653,842				
MR	Commissioning & Performance	266,488				266,488	266,488				
MR	Policy & Performance					0	0				
TOTAL DCE MANAGEMENT REVIEW		2,248,959	0	0	0	2,248,959	2,248,959	0	0	0	0

PROCUREMENT BOARD

PR	Children's Centre recommissioning	684,957				684,957	684,957				
PR	Social Care and Aftercare Placements	745,660				745,660	745,660				
PR	Transport	188,904				188,904	188,904				
TOTAL DCE RELATED PROCUREMENT BOARD SAVINGS		0	1,619,521	0	0	1,619,521	873,861	745,660	0	0	0

SYSTEMS THINKING REVIEWS

STR	Social Care & Integrated Youth	58,333		126,546	2,789	187,668	187,668				
TOTAL DCE RELATED SYSTEMS THINKING REVIEW SAVINGS		58,333	0	126,546	2,789	187,668	187,668	0	0	0	0

CHILDREN & EDUCATION SUMMARY - As per Financial Plan Totals

Service Review	1,328,415	0	136,406	613,500	2,078,321	1,987,321	91,000	0	0	0
Management Review	2,248,959	0	0	0	2,248,959	2,248,959	0	0	0	0
Procurement Board	0	1,619,521	0	0	1,619,521	873,861	745,660	0	0	0
Systems Thinking Review	58,333	0	126,546	2,789	187,668	187,668	0	0	0	0
CHILDREN & EDUCATION GRAND TOTAL	3,635,707	1,619,521	262,952	616,289	6,134,469	5,297,809	836,660	0	0	0

COMMUNITY SERVICES SAVINGS 2011/12 - TRACKING

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red	
SERVICE REVIEW											
OLDER PEOPLE											
1	Accommodation Strategy - working with OSJ to deliver savings		353,000			353,000			353,000		
2	Reconfiguration of Day Services - working with OSJ		150,000			150,000	105,000		45,000		
Older People Total		0	503,000	0	0	503,000	105,000	0	398,000	0	
MENTAL HEALTH											
1	Re-negotiation of AWP Management Contract		100,000			100,000	100,000				
2	Reduction in Spend on Best Interest Assessors	24,000				24,000		24,000			
Mental Health Total		24,000	100,000	0	0	124,000	100,000	24,000	0	0	
COMMUNITY LEADERSHIP											
1	Area Board Grants funded from Corporate Performance Grant				1,000,000	1,000,000	1,000,000				
2	Reduction in VCS Grants				215,000	215,000	150,000		65,000		
3	Reduction in VACANT Post in VCS Unit	30,000				30,000	30,000				
Community Leadership Total		30,000	0	0	1,215,000	1,245,000	1,180,000	0	65,000	0	
LIBRARIES, HERITAGE & ARTS											
1	Libraries - Staffing savings delivered through the installation of RFID	93,000				93,000	93,000				
2	Libraries - Savings through contact point staff and streamlining Learning & Development and Stock Management staff	77,000				77,000	77,000				
3	Libraries - Standardisation of Core Opening Hours	50,000				50,000	50,000				
4	Libraries - Reduction in book fund				117,000	117,000	117,000				
5	Heritage & Arts - Reduction on grants budgets from unallocated grants budgets				91,080	91,080	91,080				
6	Heritage & Arts - Reduction in administrative / supplies & services budgets				113,886	113,886		113,886			
7	Heritage & Arts - Additional Income across services			53,422		53,422		53,422			
Libraries, Heritage & Arts Total		220,000	0	53,422	321,966	595,388	428,080	167,308	0	0	
HOUSING (NON - HRA)											
1	Strategic Housing - Home Improvement Agency Costs				43,000	43,000	43,000				
2	Strategic Housing - Agency Staffing	40,000				40,000		40,000			
3	Strategic Housing - Staff Reduction - Strategic Service	18,000				18,000	18,000				
4	Strategic Housing - Staff Reduction - Landlord Accreditation	13,000				13,000	13,000				
5	Strategic Housing - Staff Reduction - Housing Improvement	13,000				13,000	13,000				
6	Strategic Housing - External Legal Costs				15,000	15,000				15,000	
7	Strategic Housing - Staff Overheads	8,000				8,000	1,000	7,000			
8	Enabling - Income - Partnerships			20,000		20,000	20,000				
9	Allocations & Options - Income - Choice Based Lettings			6,000		6,000			6,000		
10	Allocations & Options - Hostel Staffing	24,000				24,000	24,000				
11	Allocations & Options - Agency Staffing	24,300				24,300		24,300			
12	Allocations & Options - Misc Supplies and Services Budget Reductions				17,000	17,000	14,000	3,000			
Housing (Non - HRA) Total		140,300	0	26,000	75,000	241,300	146,000	74,300	6,000	15,000	
TOTAL DCS SERVICE REVIEW SAVINGS							414,300	603,000	79,422	1,611,966	2,708,688
							1,959,080	265,608	469,000	15,000	

MANAGEMENT REVIEW

MR	Older People				387,000	387,000
MR	Learning Disabilities				195,000	195,000
MR	Resources, Strategy & Comm				305,000	305,000
MR	Community Leadership				322,000	322,000
MR	Libraries, Arts & Heritage				628,000	628,000
MR	Housing (Non - HRA)				183,990	183,990
TOTAL DCS MANAGEMENT REVIEW		2,020,990	0	0	0	2,020,990

387,000			
195,000			
305,000			
246,000			76,000
628,000			
183,990			
1,944,990	0	0	76,000

PROCUREMENT BOARD

PR	Older People				1,105,000	1,105,000
PR	Mental Health				227,000	227,000
PR	Physical Impairment				51,000	51,000
PR	Learning Disabilities				378,000	378,000
TOTAL DCS RELATED PROCUREMENT BOARD SAVINGS		0	1,761,000	0	0	1,761,000

632,000		434,000	39,000
		193,000	34,000
		51,000	
		378,000	
632,000	0	1,056,000	73,000

SYSTEMS THINKING REVIEW

STR	Older People				500,000	500,000
STR	Learning Disabilities				306,000	306,000
TOTAL DCS RELATED SYSTEMS THINKING REVIEW SAVINGS		0	0	0	806,000	806,000

80,000	500,000		
	226,000		
80,000	726,000	0	0

COMMUNITY SERVICES SUMMARY - As per Financial Plan Totals

Service Review	414,300	603,000	79,422	1,611,966	2,708,688
Management Review	2,020,990	0	0	0	2,020,990
Procurement Board	0	1,761,000	0	0	1,761,000
Systems Thinking Review	0	0	0	806,000	806,000
COMMUNITY SERVICES GRAND TOTAL	2,435,290	2,364,000	79,422	2,417,966	7,296,678

1,959,080	265,608	469,000	15,000
1,944,990	0	0	76,000
632,000	0	1,056,000	73,000
80,000	726,000	0	0
4,616,070	991,608	1,525,000	164,000

NEIGHBOURHOOD & PLANNING SAVINGS 2011/12 - TRACKING

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red
SERVICE REVIEW										
HIGHWAYS & STREESCENE - Mark Smith										
1	Revise down AONB Grants in line with Council grant funding reduction				8,000	8,000	8,000			
2	Rationalise WC tree budget				20,000	20,000	20,000			
3	Increase Market rents by 4%			46,000		46,000	46,000			
4	Introduce new Market in Amesbury			25,000		25,000		25,000		
5	Introduce new Market in Calne			14,000		14,000		14,000		
6	Corporate Fleet Review savings				31,000	31,000	31,000			
7	Removal of abandoned vehicle officer post	25,000				25,000				
8	Deletion of Countryside Ranger post	27,000				27,000				
9	Review of mechanics working arrangements, including overtime				20,000	20,000		20,000		
10	Reduction in Inspection posts	5,000				5,000	5,000			
11	Savings on Wiltshire Council tyre budget				5,000	5,000	5,000			
12	Savings on Wiltshire Council fuel budget				20,000	20,000		20,000		
13	Rationalisation of Wiltshire Council fleet service				20,000	20,000		20,000		
14	Planned closure of Bonnie Park site				15,000	15,000	15,000			
15	Rationalisation of verge maintenance		3,000			3,000	3,000			
16	Rationalisation of street sweeping service		18,000			18,000	18,000			
17	Savings in sign maintenance		39,000			39,000	39,000			
18	Savings within patching from using new materials		60,000			60,000		60,000		
19	Reduced volume of gully cleaning		119,000			119,000		119,000		
20	Reduction in minor drainage repairs		212,000			212,000		212,000		
21	Bus shelter maintenance		111,000			111,000		111,000		
22	Staff rationalisation	49,000	128,000			177,000		177,000		
23	Review of Rights of Way Service				31,000	31,000	31,000			
24	Review the maintenance regime of Rights of Way				5,000	5,000	5,000			
25	Rationalisation and harmonisation of sewer services				100,000	100,000	100,000			
26	Rationalisation and harmonisation of street cleansing, grass cutting and grounds activities				70,000	70,000	70,000			
27	Harmonisation of street cleansing waste disposal				30,000	30,000		30,000		
28	Rationalisation of hard area maintenance activities	30,000				30,000		30,000		
29	Additional one off grounds income			18,000		18,000		18,000		
30	Inspection savings				60,000	60,000		60,000		
31	Harmonisation of the public convenience cleaning service				30,000	30,000		30,000		
32	Realignment of grass cutting income budget			45,000		45,000	45,000			
33	Rationalisation of building cleaning services				25,000	25,000			25,000	
34	Rationalisation of supervisor working arrangements				10,000	10,000		10,000		
35	Further budget savings from discretionary spend				102,000	102,000	102,000			
36	Provision of in-house winter gritting fleet maintenance				50,000	50,000	50,000			
Highways & Streetscene Total		136,000	690,000	148,000	652,000	1,626,000	645,000	956,000	25,000	0

HIGHWAYS STRATEGIC SERVICIES - Parvis Khansari

1	ST - Clerical Post	15,000				15,000	15,000		
2	ST - Mouchel traffic monitoring		90,000			90,000	90,000		
3	ST- Revised fees scales for S38/278			18,000		18,000	18,000	18,000	
4	TN- School Travel Plan service	30,000			10,000	40,000	40,000		
5	TN-Mouchel Bikeability		15,000			15,000	15,000		
6	TN-Mouchel -Road Safety Audits		20,000			20,000	20,000		
7	TN-Speed Camera Enforcement				500,000	500,000	500,000		
8	TN-Reduce Traff Signals Spec				10,000	10,000	10,000		
9	TN-Reduce Street Lighting Spec				20,000	20,000	20,000		
10	TN-Reduce Street Lighting Mouchel		25,000			25,000	25,000		
11	TN-Street Lighting Energy Consumption				40,000	40,000	40,000	40,000	
12	TN-Streetworks Income			18,000		18,000	18,000		
13	TN-Streetworks reduce Mouchel		10,000			10,000	10,000		
14	TN-Reduce Casual Road Safety staff	15,000				15,000	15,000		
15	AM- Bridge Warden & Bridge Maintenance				100,000	100,000	100,000		
16	AM- Reduced feasibility work		20,000			20,000	20,000		
17	AM- Innovation Forum & Data Collection		30,000			30,000	30,000		
18	AM- Radio Communications				45,000	45,000	45,000		
19	AM- Highway Systems				26,000	26,000	26,000		
20	AM- Land Drainage				32,000	32,000	32,000		
Highways Strategic Services Total		60,000	210,000	36,000	783,000	1,089,000	398,000	651,000	40,000

PASSENGER TRANSPORT - Parvis Khansari

1	PTU - Reduce travel expenditure & training				45,000	45,000	45,000		
2	PTU - Staffing Review	40,000				40,000	40,000		
3	PT - Salisbury review efficiency savings				197,000	197,000	197,000		
4	PT- Woodford Valley review efficiency savings				12,000	12,000	12,000		
5	PT- Conversion of RTP1 to GPRS platform				24,000	24,000	24,000		
6	PT- Increase fares on supported bus services			5,000		5,000	5,000		
7	PT- Withdraw Bus Shelter Grants				28,000	28,000	28,000		
8	PT- Wootten Bassett Taxi Buzz to go commercial				25,000	25,000	25,000		
9	Service Review - transformation				600,000	600,000	600,000		
10	Mainstream - Salisbury review efficiency savings				70,000	70,000	70,000		
11	Mainstream - Increase charge for spare seats			9,000		9,000	9,000		
12	Mainstream - Bring forward area reviews & efficiencies				50,000	50,000	50,000		
Passenger Transport Total		40,000	0	14,000	1,051,000	1,105,000	148,000	957,000	0

CAR PARKING - Mark Smith

1	De-man the Park & Ride sites	149,000				149,000	149,000		
Car Parking Services Total		149,000	0	0	0	149,000	149,000	0	0

WASTE - Tracy Carter

1	None Accepted					0	0		
Waste Total		0	0	0	0	0	0	0	0

LEISURE - Mark Smith

1	Review external leisure management specification		215,000			215,000	105,000		110,000
2	Review staffing structure	103,000				103,000	103,000		
3	Review of swimming lessons			34,000		34,000	34,000		
4	Harmonise Memberships			50,000		50,000	50,000		
5	Revised opening hours at the in house facilities				78,000	78,000	78,000		
Leisure Total		103,000	215,000	84,000	78,000	480,000	267,000	103,000	110,000

ECONOMY & ENTERPRISE - Alistair Cunningham

1	Climate Change Review			38,000	38,000	38,000				
2	Regeneration - Reduced Funding for 'Visions'			45,000	45,000	45,000				
3	Spatial Planning -Projects			86,000	86,000	86,000	86,000			
4	Economic Development --LEPs Funding			40,000	40,000	40,000				
5	Economic Assessment (ex ABG)			65,000	65,000	65,000				
6	Regeneration - Matched Funding --LAG Contributions			41,000	41,000	41,000				
7	Climate Change (ex ABG)			22,000	22,000	22,000				
8	Tourism Service Review	70,000		80,000	150,000			150,000		
9	Legal Services			32,000	32,000	32,000				
10	Spatial Planning - Restructure			53,000	53,000	53,000	53,000			
Economy & Enterprise Total		123,000	0	0	449,000	572,000	283,000	139,000	150,000	0

DEVELOPMENT SERVICES - Brad Fleet

1	Introduce new discretionary charges		110,000		110,000					
2	Restructure Support Services	60,000			60,000	60,000				
3	Local Land Charges - staff reduction	20,000			20,000	20,000				
4	Minerals & waste Team	35,000			35,000	35,000				
Development Service Total		115,000	0	110,000	0	225,000	80,000	145,000	0	0

MANAGEMENT & BUSINESS - Helen Knight

1	Reduce Agency Staff	34,000			34,000	34,000				
2	Reduction on posts	43,000			43,000	43,000				
3	Stationery savings			17,000	17,000			17,000		
Management & Business Total		77,000	0	0	17,000	94,000	77,000	0	17,000	0

TOTAL DNP SERVICE REVIEW SAVINGS	803,000	1,115,000	392,000	3,030,000	5,340,000	2,047,000	2,951,000	232,000	110,000
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MANAGEMENT REVIEW

MR	Highways & Streetscene	191,000			191,000	191,000			
MR	Highways Strategic Services	327,000			327,000	342,000			
MR	Passenger Transport	74,000			74,000	55,000			19,000
MR	Car Parking	180,000			180,000	180,000			
MR	Waste				0				
MR	Leisure	91,000			91,000	91,000			
MR	Economy & Enterprise	188,000			188,000	188,000			
MR	Development Control	560,000			560,000	663,000			
MR	Management Review	105,000			105,000	118,000			
TOTAL DNP MANAGEMENT REVIEW		1,716,000	0	0	0	1,828,000	0	0	19,000

PROCUREMENT BOARD

PR	Highways & Streetscene	242,000			242,000	155,000		87,000	
PR	Highways Strategic Services	242,000			242,000	155,000		87,000	
PR	Passenger Transport	451,000			451,000			451,000	
PR	Waste	680,000			680,000	600,000		80,000	
PR	Leisure	250,000			250,000		90,000		160,000
TOTAL DNP RELATED PROCUREMENT BOARD SAVINGS		0	1,865,000	0	0	910,000	90,000	705,000	160,000

NEIGHBOURHOOD & PLANNING SUMMARY - As per Financial Plan Totals

Service Review	803,000	1,115,000	392,000	3,030,000	5,340,000	2,047,000	2,951,000	232,000	110,000
Management Review	1,716,000	0	0	0	1,716,000	1,828,000	0	0	19,000
Procurement Board	0	1,865,000	0	0	1,865,000	910,000	90,000	705,000	160,000
NEIGHBOURHOOD & PLANNING GRAND TOTAL	2,519,000	2,980,000	392,000	3,030,000	8,921,000	4,785,000	3,041,000	937,000	289,000

TRANSFORMATION & RESOURCES SAVINGS 2011/12 - TRACKING

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red
SERVICE REVIEW										
BUSINESS SERVICES - Jacqui White										
1	Registration staffing reduction	24,000				24,000	24,000			
2	Registration income			32,000		32,000		32,000		
3	BS Finance staff reduction	141,000				141,000	141,000			
4	BS Payroll staff reduction	84,000				84,000	84,000			
5	Occupational Health				67,000	67,000				
6	BS Customer Services staff reduction	200,000				200,000	200,000			
Business Services Total		449,000	0	32,000	67,000	548,000	516,000	32,000	0	0
HR & OD - Barry Pirie										
1	HR Transformation	151,000				151,000		151,000		
2	HR Harmonisation Team one off spend	(300,000)				(300,000)	(300,000)			
HR & OD Total		(149,000)	0	0	0	(149,000)	(300,000)	151,000	0	0
BUSINESS TRANSFORMATION - Jacqui White										
1	Reduction in FTE	25,000				25,000	25,000			
Business Transformation Total		25,000	0	0	0	25,000	25,000	0	0	0
ICT & IM - Mark Stone										
1	DaD savings				211,000	211,000		211,000		
2	Inhouse of Steria contract	685,000				685,000	685,000			
3	IM, Business & Programme				205,000	205,000	205,000			
4	Removal of post within SAP support	35,000				35,000		35,000		
5	ICT & IM restructure	360,000				360,000		360,000		
ICT & IM Total		1,080,000	0	0	416,000	1,496,000	890,000	606,000	0	0
STRATEGIC PROPERTY - Neil Ward										
1	Removal of posts within Property	238,000				238,000	238,000			
2	Workplace savings re: FM Monkton Park				175,000	175,000	120,000	55,000		
Strategic Property Total		238,000	0	0	175,000	413,000	358,000	55,000	0	0
TOTAL DTR SERVICE REVIEW SAVINGS		1,643,000	0	32,000	658,000	2,333,000	1,489,000	844,000	0	0
MANAGEMENT REVIEW										
MR	Business Services	293,000				293,000	293,000			
MR	HR & OD	148,000				148,000	148,000			
MR	Business Transformation	69,000				69,000	69,000			
MR	ICT & IM	52,000				52,000		52,000		
MR	Strategic Property					0				
TOTAL DTR MANAGEMENT REVIEW		562,000	0	0	0	562,000	510,000	52,000	0	0
PROCUREMENT BOARD										
PR	Telephony Savings		287,000			287,000		287,000		
PR	Applications		681,000			681,000		681,000		
PR	Maintenance Contract		310,000			310,000		310,000		
TOTAL DTR RELATED PROCUREMENT BOARD SAVINGS		0	1,278,000	0	0	1,278,000	0	1,278,000	0	0

TRANSFORMATION & RESOURCES SUMMARY - As per Financial Plan Totals

Service Review	1,643,000	0	32,000	658,000	2,333,000	1,489,000	844,000	0	0
Management Review	562,000	0	0	0	562,000	510,000	52,000	0	0
Procurement Board	0	1,278,000	0	0	1,278,000	0	1,278,000	0	0

TRANSFORMATION & RESOURCES GRAND TOTAL	2,205,000	1,278,000	32,000	658,000	4,173,000	1,999,000	2,174,000	0	0
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CHIEF EXECUTIVE OFFICE SAVINGS 2011/12 - TRACKING

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red
SERVICE REVIEW										
CHIEF EXECUTIVE - Andrew Kerr										
1	Removal of post	50,000				50,000	50,000			
2	Removal of misc budget lines				10,000	10,000	10,000			
Chief Executive Total		50,000	0	0	10,000	60,000	60,000	0	0	0
COMMUNICATIONS & BRANDING - Laurie Bell										
1	None taken					0	0			
Communications & Branding Total		0	0	0	0	0	0	0	0	0
FINANCE - Michael Hudson										
1	Finance restructure	222,000				222,000	133,200	88,800		
2	Revenues & Benefits restructure	61,000				61,000	61,000			
3	External audit fee				30,000	30,000			30,000	
4	NNDR Discretionary relief				100,000	100,000	100,000			
5	Insurance fund credit				250,000	250,000	250,000			
6	Consultants, lease cars, bailiffs				72,000	72,000	36,000		36,000	
7	Postage costs				15,000	15,000		15,000		
Finance Total		283,000	0	0	467,000	750,000	580,200	103,800	66,000	0
LEGAL & DEMOCRATIC - Ian Gibbons										
1	Removal of posts within Legal	75,000				75,000	75,000			
2	Additional income			25,000		25,000		25,000		
3	Removal of posts within Democratic	151,000				151,000	151,000			
4	Training, professional fees, scrutiny panel				31,300	31,300	31,300			
5	Lease Cars				7,700	7,700	7,700			
6	Removal of posts within Governance	36,000				36,000	36,000			
7	Removal of posts within Elections	20,000				20,000	20,000			
Legal & Democratic Total		282,000	0	25,000	39,000	346,000	321,000	25,000	0	0
PUBLIC PROTECTION - MANDY BRADLEY										
1	Increase income through PWS			22,000		22,000		22,000		
2	W & M Procurement				20,000	20,000		20,000		
3	Additional W & M budget removal				10,000	10,000	10,000			
4	Sampling				17,000	17,000		17,000		
5	Professional Fees				10,000	10,000	10,000			
6	Restructure (removal vacant posts/redundancy)	334,086				334,086	167,043	167,043		
7	Various reductions in discretionary budget lines				33,411	33,411	33,411			
Public Protection Total		334,086	0	22,000	90,411	446,497	220,454	226,043	0	0
COMMUNITY SAFETY - MANDY BRADLEY										
1	ASB/Crime reduction activity				20,000	20,000		20,000		
2	Staff Saving	27,505				27,505		27,505		
3	Reduction form settlement				38,000	38,000	38,000			
Community Safety Total		27,505	0	0	58,000	85,505	38,000	47,505	0	0
EMERGENCY PLANNING - MANDY BRADLEY										
1	Reduction in post (Head of Emergency Planning)	39,998				39,998		39,998		
Emergency Planning Total		39,998	0	0	0	39,998	0	39,998	0	0
TOTAL CHIEF EXECUTIVE OFFICE SERVICE REVIEW SAVINGS										
		1,016,589	0	47,000	664,411	1,728,000	1,219,654	442,346	66,000	0

MANAGEMENT REVIEW										
MR	Chief Executive				0	337,000				
MR	Communications & Branding	337,000			337,000	658,000				
MR	Finance	658,000			658,000	286,000		58,000		
MR	Legal & Democratic	344,000			344,000	98,500	98,500			
MR	Public Protection	197,000			197,000	43,000				
MR	Community Safety	43,000			43,000					
MR	Emergency Planning				0					
TOTAL CHIEF EXECUTIVE OFFICE MANAGEMENT REVIEW		1,579,000	0	0	0	1,579,000	1,422,500	98,500	58,000	0
CHIEF EXECUTIVE OFFICE SUMMARY - As per Financial Plan Totals										
Service Review		1,016,589	0	47,000	664,411	1,728,000	1,219,654	442,346	66,000	0
Management Review		1,579,000	0	0	0	1,579,000	1,422,500	98,500	58,000	0
CHIEF EXECUTIVE OFFICE GRAND TOTAL		2,595,589	0	47,000	664,411	3,307,000	2,642,154	540,846	124,000	0

CORPORATE SUMMARY - As per Financial Plan Totals

Service Review				150,000	150,000	250,000		150,000	
Management Review	250,000				250,000	250,000			
Procurement Board		845,000			845,000		490,000	215,000	140,000
Systems Thinking Review				6,000	6,000				6,000
CORPORATE GRAND TOTAL	250,000	845,000	0	156,000	1,251,000	250,000	490,000	365,000	146,000

WILTSHIRE COUNCIL SUMMARY - As per Financial Plan Totals

Service Review	5,205,304	1,718,000	686,828	6,727,877	14,338,009	8,702,055	4,593,954	917,000	125,000
Management Review	8,376,949	0	0	0	8,376,949	8,204,449	150,500	58,000	95,000
Procurement Board	0	7,368,521	0	0	7,368,521	2,415,861	2,603,660	1,976,000	373,000
Systems Thinking Review	58,333	0	126,546	814,789	999,668	267,668	726,000	0	6,000
WILTSHIRE COUNCIL GRAND TOTAL	13,640,586	9,086,521	813,374	7,542,666	31,083,147	19,590,033	8,074,114	2,951,000	599,000
						63%	26%	9%	2%

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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